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AN EXAMINATION OF THE STRUCTURAL DEVELOPMENT OF THE ADMINISTRATIVE BODY OF THE ALBERTA GAMES COUNCIL 1978 - 1984

BY

© ELAINE PATRICIA BETCHINSKI

A THESIS

SUBMITTED TO THE FACULTY OF GRADUATE STUDIES AND RESEARCH

IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE

OF MASTER OF ARTS

IN

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EDMONTON, ALBERTA

SPRING 1986

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If a man does not keep pace
with his companions, perhaps it
is because he hears a different
drummer. Let him step to the
music which he hears, however
measured or far away.

Henry David Thoreau

The University of Alberta

Faculty of Graduate Studies and Research

The undersigned certify that they have read, and recommend to the Faculty of Graduate Studies and Research for acceptance, a thesis entitled AN EXAMINATION OF THE STRUCTURAL DEVELOPMENT OF THE ADMINISTRATIVE BODY OF THE ALBERTA GAMES COUNCIL, 1978 - 1984 submitted by Elaine Patricia Betchinski in partial fulfilment of the requirements for the degree of Master of Arts in Recreation.

.....
Supervisor

.....

.....

April 22, 1986
.....
Date

Abstract

The structural development of the central administrative body of the Alberta Games Council is examined in this study. Specifically, the purpose of this diachronic study was (a) to identify the antecedents leading to the establishment of the Alberta Games Council; (b) to examine the structural development of the central administrative body from May 16, 1978 to March 31, 1984; and (c) to test the applicability of the Aston methodology for time-series data collection. The Aston methodology was employed (Pugh et al., 1963, 1968, 1969). In addition to examining the structural and contextual dimensions of the organization, this study identified and examined a third set of dimensions which may directly or indirectly influence the administrative structures of organizations.

Qualitative and some qualitative data were collected for each set of structural, contextual and environmental dimensions for each of the six fiscal years under examination. Data were collected using a modified short form of the Aston interview schedule (Inkson et al., 1970). The data collecting instrument was responded to by senior staff members of the Alberta Games Council. Antecedents leading to the establishment of the Council were identified and described. Changes in each set of dimension over time were recorded and compared with one another.

Eight contextual dimensions were examined. Changes were identified in size, charter, technology, location and interdependence. Five structural dimensions were examined of which specialization, standardization and formalization increased over time. With

respect to the five environmental dimensions examined, the Council received a progressively larger supply of all resources identified (technology, capital, staff and raw materials) except constraints on decisions.

To a certain degree the findings of this examination of one service organization challenge those of the original Aston studies. Firstly, the methodology was challenged. It was found to be highly applicable for the collection of time-series data for the examination of the structural development of the central administrative body of the Alberta Games Council. Secondly, the findings of the original sample were challenged. This study observed the following relationships in changes in structure between 1978 and 1984. Location and technology were found to be the greatest predictors of structure. Increases in the number of operating sites and technology employed were found to be related to increases in specialization, standardization and formalization. The organization grew increasingly dependent upon others for its personnel, financial, and physical resources while at the same time it exhibited a high degree of centralization of authority within the position of the managing director. The size and charter of the organization, which fluctuated over time, was also found to be somewhat related to specialization, standardization and formalization. This research has supported, in part, the early Aston findings (Pugh et al., 1968, 1969).

Suggestions for future research include the development of a universal data collecting instrument which could be employed by researchers investigating the growth and development of sport and recreation organizations. These studies would aid planners and

administrators in the fields of sport and recreation.

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CHAPTER I

INTRODUCTION

The structural development of the central administrative body of the Alberta Games Council is examined in this study. The Alberta Games Council was established as a provincial crown corporation on May 16, 1978. A small number of staff members were employed yearly by the Alberta Games Council, yet many functions performed on its behalf were done so by volunteer personnel. For the purpose of this study, the Council was viewed as a sport and recreation service organization.

Three main problems were identified and addressed in this study. Examined were the antecedents leading to the formal establishment of the Council in 1978. Changes which occurred in its structure beginning May 16, 1978 and ending March 31, 1984 were also examined at equidistant points in time. Finally, this study was concerned with the applicability of a specific methodology for the collection of time-series data of a sport and recreation service organization's structure.

The Study

Purpose

The purpose of this diachronic study was (a) to identify the antecedents leading to the establishment of the Alberta Games Council; (b) to examine the structural development of its central administrative body from May 16, 1978 to March 31, 1984; and (c) to test the applicability of the Aston methodology for time-series data collection.

Significance

This study is expected to have significance in two areas, the structural development of leisure service organizations, and the selection of specific methodologies for the collection of time series data. The findings are expected to describe, qualitatively and quantitatively, the changes in the structural development of the organization's central administrative body. The nature and the relationship between the environmental and contextual dimensions, as well as the contextual and structural dimensions, are examined and discussed. Results of this study may be expected to provide planners, sport governing bodies, administrators and government officials with information which may be pertinent to the development and operation of existing and future leisure service organizations in the fields of sport, recreation and culture.

Limitations

1. This study was limited by the accuracy and validity of the data. At least two sources were required to verify all data included in the findings.
2. Due to the age, size and record keeping ability of the organization, some data were not available for several of the sub-scales in the data collecting instrument. Also, data were collected for several of the sub-scales which were not discussed in the findings.
3. Terminology used in several of the sub-scales of the data collecting instrument was determined to be inapplicable to the organization under investigation.

4. Time served as a limitation to complete the data collecting instrument. Six days were spent at the location of the Alberta Games Council offices in Calgary, during which former Council staff were interviewed and historical files were accessed by the investigator.

Delimitations

1. This study was delimited to the theoretical and descriptive evidence concerning the structural dimensions, growth and development of a volunteer sport and recreation service organization. This evidence was derived from organizational theory.
2. The employment of the Aston methodology, the data collection and quantification schedules modified by the researcher after Pugh et al. (1968, 1969) and the attainment of appropriate records and documents all served as delimitations.
3. This study was restricted to the examination of eight contextual dimensions and five structural dimensions as empirically defined by the Aston studies (Pugh et al., 1963) and five environmental dimensions described by Hage (1978:116).
4. The study was further delimited to the employment of Hage's (1978:116) interpretation of the environment.
5. One service organization was examined over six fiscal years between 1978 and 1984 inclusive. This was not a historical study, yet events which led to the development of the Alberta Games' concept were reviewed. The structure of the organization prior to its 1978 incorporation was also examined. Data

were collected for each year beginning April 1 (except in the case of 1978 in which the organization began its fiscal year on May 16) and ending the next following March 31st.

6. This study was further delimited to the acknowledgement of the involvement of municipal structures in the delivery of Alberta Games' activities at the local levels.

Definition of Terms

The following definitions describe the dimensions and terminology specific to this study. Only those terms frequently used in this study are explained in the following list. Terms not commonly used have been defined as they arise.

Alberta Games Council: The Alberta Games Council was established as a Crown corporation with the mandate of conducting the Winter, Summer and later Senior Games.

Arms-Length Agency or Corporation: Though these corporations are neither purely private nor purely public sector organizations, they more closely resemble public organizations. Although they have been created and funded by government departments to conduct programs determined or approved by those departments, each is controlled by its own board of directors and is free from direct government control (Schrodt, 1983:1).

Contextual Dimensions: Contextual dimensions refer to the contextual aspects of organizations which served as independent variables (when compared with structural dimensions) and dependent variables (when compared with environmental dimensions) for this study of

organizational structure. The Aston methodology was used for this study and the original definitions of contextual dimensions were employed (Pugh and Hickson, 1976:35-39).

> Origin and History: The origin of an organization describes the totality of efforts and events which led to its creation. A history is a complete accountability of an organization's activities from its date of establishment to the present.
> Ownership and Control: Ownership and control are determined by collecting sufficient information about: i) the twenty largest shareholders, ii) the board of directors, and iii) the top management, to determine the extent to which these spheres overlapped or coincided. The accountability of the chief executive of the unit under investigation was examined also.
>
> Size: Two aspects of size are number of employees and total net assets.
>
> Charter: Charter refers to the purpose of the organization and the ideology or value system present.
>
> Technology: The technology of an organization consisted of the techniques that it used in its workflow activities to provide goods or services directly.

Three types of technologies are available to, and exercised by, organizations. Operations technology consists of the "equipping and sequencing of activities in the workflow" (Hickson et al., 1969:380). Piece work on an assembly line is an example of operations technology. Material technology describes "the characteristics of the materials used in the workflow" (Hickson et al., 1969:380). These materials, or resources, may be both human (i.e. a welder) or non-human (i.e. copper, steel). Knowledge technology "refers to the characteristics of the knowledge used in the workflow" (Hickson et al., 1969:380). This may be expressed in the form of proposed strategies and directions.

> Location: Location is described in terms of national and regional differences, with a further distinction being made between urban, urban-peripheral, and rural location. It is also described in relation to the transport and communication networks available for use.

> Resources: The basic resources of an organization are the human, ideational, financial, and material elements at its disposal. This study was concerned with characterizing the quantity, and range of such resources together with the sources of supply.

> Interdependence: This variable reflects the relationship between one organization and other organizations and institutions in its social environment. The degrees of interdependence with suppliers, customers, competitors, and political and social institutions were also examined.

Environmental Dimensions: Environmental dimensions refer to the elements with which an organization exchanges inputs and outputs. The five environmental variables addressed in this study were technology, constraints on decisions, funds or capital, staff or personnel, and raw materials, from both input and output perspectives.

Government: Government refers to several federal, provincial or municipal tax-supported ministries, departments, branches and agencies which are involved in amateur sport (Schrodt, 1983:1).

Growth Stages: This concept refers to a year or group of years which approximates a conceptual growth stage (Heron, 1972:72).

Leisure Service Organization: Edginton and Williams (1978:2) refer to a leisure service organization as one ". . . whose functions, primary and/or secondary, include the creation and distribution of services that are consumed by individuals during their leisure."

Organization: Hall (1972:22-23); defined an organization as

> . . . a collectivity with a relatively identifiable boundary, a normative order, ranks of authority, communications systems, and membership coordinating systems; this collectivity exists on a relative continuous basis in an environment and engages in activities that are usually related to a goal or set of goals. Organizations are social units deliberately constructed and reconstructed to seek specific goals. Corporations, armies, schools, hospitals, churches and prisons are included; tribes, classes, ethnic groups and families are excluded.

Private Sector: The private sector includes all volunteer groups, i.e. sport governing bodies, multi-sport organizations and ancilliary sport associations, and private individuals and groups who support or work with various aspects of sport programs (Schrodt, 1983:1).

Public Sector: The public sector is the totality of government agencies and their supporting legislation, directives and regulations (Schrodt, 1983:1).

Sport Governing Body: A sport governing body is a volunteer organization or association recognized as the controlling agency for a specific sport in a graphically-delimited area. Sport governing bodies may be international, national, provincial, regional or local in scope and control (Schrodt, 1983:1).

Structural Dimensions: The structural dimensions of organizations examined were those identified by the Aston studies. They served as dependent variables for this study. The following dimensions are reproduced as originally presented (Pugh and Hickson, 1976:30-35).

> Specialization: Specialization refers to the division of labour within the organization. Included are: i) functional specialization, which is the extent to which official duties are divided between discrete, identifiable functional areas, and ii) role specialization, which includes the extent to which official duties are divided within the functional areas between discrete, identifiable positions. This refers to the specificity and narrowing down of the tasks assigned to any particular role.
>
> Standardization: Standardization refers to the extent to which activities are subject to standard procedures. Included are: i) Standardization of procedures: a procedure is taken to be an event that has regularity of occurrence and is legitimized by the organization. Procedures are standardized when there are rules or definitions that cover all circumstances. These rules would include procedures in cases

not specifically covered. ii) Standardization of roles is concerned with the degree to which the organization prescribes the standardization of role definition and qualifications for office; role performance measurement; titles for office and symbols for role status; and rewards for role performance.

Formalization: Formalization refers to the extent to which procedures, rules, instructions and communications are written down and filed. Formalization can include: i) statements of procedures, rules, roles, and ii) operation of procedures, which deal with decision seeking, conveying of decisions and instructions, and conveying of information, including feedback.

Centralization: Centralization refers to the extent to which the locus of authority to make decisions affecting the organization is confined to the higher levels of hierarchy.

Configuration: Configuration is a composite concept embracing various dimensions of the shape of the organization. For example, vertical span concerns the number of levels in the organizational hierarchy. This conceptualization may be expressed in the form of an organization chart.

Structures: Structures were defined by Beer (1980:5) as the

> . . . formal mechanisms and systems of the organization that are designed to channel behavior toward organizational goals and fulfill member needs. Examples of these include job descriptions, job evaluation systems, organization structure, policies, selection systems, control systems, and reward systems.

Voluntarism: Voluntarism includes those activities of individuals and agencies arising out of a spontaneous, private effort to promote or advance some aspect of the common good, as this good is perceived by the persons participating in it. Voluntarism encompasses a vast universe of action and effort, and organizations both formal and informal (Manser and Cass, 1976:14-15).

Voluntary Associations and Organizations: Banton and Sills (1968:357-378) described voluntary associations as,

> groups that are created to foster some common interest, when membership is not mandatory or acquired through birth, and that exist independent of the state.

Frizzel and Zureik (1974:257) have pointed out the restrictiveness of this definition, since it could be argued that religious affiliation is acquired generically or that some voluntary groups exist by virtue of financial aid from the government. The latter is of particular relevance to the Canadian context. Fisher (1974:5) proposed that many voluntary associations in western democracies are related to the polity, ". . . at least to the extent required to obtain licences or legal charters or often to satisfy their need for the support of political patrons or political clubs."

Alberta Games Council

The Alberta Games Council was a provincial crown corporation (Alberta Games Council Act, Ch. 3, 1978) responsible to the Minister of Recreation and Parks. This Council was an administrative body consisting of a board of up to 15 members appointed by the Minister. It also included an executive management committee, of at least three members, which could make decisions on behalf of the entire Council. It was the objective of the Alberta Games Council to

> ... encourage the organized competitive participation of all Albertans as individuals, as families and as neighbours for fitness, the joy of effort, the pursuit of excellence and the expanding sense of community throughout the province (Alberta Games Council, 1977-1984b).

More specifically, the Games Council served to:

> ... motivate Albertans to achieve higher levels of physical fitness through more active participation in amateur sport; allow athletes with the interest and ability a chance to attain their maximum potential; provide competition that will serve the developmental needs for each sport throughout Alberta, by providing opportunity for competition where it is presently lacking; provide each host community with a legacy of upgraded equipment and facilities,

> experienced officials and volunteers; develop the cultural and social components as a complementary part of the Games in Alberta (Alberta Games Council, 1977-1984b).

To the Managing Director of the Alberta Games (a general board and executive management committee member of the Alberta Games Council) fell the responsibility of developing and delivering the Alberta Games to the citizens of Alberta. With a very small staff, he worked with the host communities, zone committees, provincial government, and private industry in all aspects of the publicity, services, administration and financial operation of the Alberta Games (Alberta Games Council, 1977-1984b). Each set of Games was organized by independent local Games Societies, which were set up by the host communities to bring the final stage of the Games to fruition. In order to advance to the final medal round of the Games, an athlete had to compete successfully at the community, regional and zone levels. Activities at these levels were organized by zone coordinators with the aid of thousands of volunteers.

Outline of the Study

This study has examined the structural development of the Alberta Games Council between the years 1978 to 1984. Also examined were the days when its informal administrative body rested under the ageis of Sport Alberta (1974-1978). Events leading to the development of the Alberta Games concept were also examined. The applicability of a specific methodology for examining structural changes in organizations was tested. This study also attempted to identify specific changes in the organizational growth of the Alberta Games Council as expressed through changes in the structural dimensions examined.

Utilizing the Aston methodology and a modified 'Information and Data Quantification Schedule' (Pugh et al., 1968, 1969), eight contextual, five structural and five environmental dimensions of the Alberta Games Council were examined over a six year period to record their changes and degrees of relatedness.

The theoretical background and related literature will be discussed in Chapters II and III respectively. Chapter III will also present the problems and subproblems. The sources and methods of collecting the data will be described in Chapter IV, as well as the ways in which the data were treated. The findings will be presented and discussed in Chapter V. Chapter VI will include a summary of the findings, review and implications for future research.

CHAPTER II

CONCEPTUAL BACKGROUND

The conceptual framework for this study was based on two major areas of organization theory, each of which is discussed in this present chapter. The first area included the structural, contextual and environmental dimensions of formal organizations. The second area of organization theory includes the concept of structural growth and development.

Structural Dimensions

Organization theory is concerned with the study of "the structure and functioning of organizations and the behavior of groups and individuals within them (Pugh, 1977:66)." Structure is a means for attaining the objectives and goals of an institution (Drucker, 1974:52). It is a set of complex variables which are in a constant state of evolution. Formal mechanisms are established not only to channel behavior toward organizational goals, but to fulfill member needs as well (Beer, 1980:5).

Within any organization there are two conflicting, as well as complementary, forces at work. These forces are bureaucratization and innovation (Michael, 1981:18). Bureaucracy encompasses the administrative aspects of organization (Blau, 1974:29); administrative acts, decisions and rules are formulated and recorded in writing (Etzioni, 1964:54). Bureaucratization makes the organization stable and reduces

uncertainty in the internal environment of the organization (Michael, 1981:18). Innovation, on the other hand, produces a flexible organization, one that can respond quickly to changes in the external environment.

Classical organization theory examined the structural relationships in organizations and was very much concerned with the concept of bureaucratization. Researchers associated with the classical theories of organization include Weber (1947), Taylor (1947), Gulick and Urwick (1937), and Mooney and Reiley (1931). The scientific management approach (Taylor, 1947) proposed that work, especially blue-collar work, could be studied scientifically. Objective observation of work practices led to the proposal of general principles for universal application. This approach to management was criticized as being 'normative' rather than 'empirical' (Katz and Kahn, 1966:72).

The bureaucratic approach to organization was introduced by Max Weber (1864-1920), one of the early pioneers of modern sociology. Weber (1947) proposed an ideal construct of bureaucratic structure. He believed his model of bureaucracy, applied in any work organization, would lead to maximum efficiency. Weber specified ten imperatives of bureaucracy (Weber, 1947:333-334), the major ones being: specialization and division of labour, positions arranged in a hierarchy, a system of abstract rules, and impersonal relationships (Luthans, 1973:114).

Weber's (1947) ideal construct received considerable attention as well as criticism (Bennis, 1965; Thompson, 1961). Bennis (1965:31) believed the bureaucratic form of organization to be out of touch with

the day to day realities of management. However, the concept of bureaucracy has continued to influence the approach to the analysis of the structure of organizations (Hinings et al., 1976:102). Pugh et al. (1963:289), having examined the literature on bureaucracy, developed a set of variables capable of empirical verification. Five of the six original variables formed the basis for the analysis of an organization's structure. These variables were: specialization, standardization, formalization, centralization, and configuration. Flexibility was the sixth variable identified, but was not examined in the original Aston (Pugh et al., 1963, 1968) studies. Having examined these structural dimensions, the Aston studies (Pugh, Hickson and Hinings, 1969; Pugh et al., 1968, 1969) concluded that Weber's concept of the bureaucratic type was no longer useful (Mansfield, 1973:477) and suggested a more dynamic nature of structure (Heron, 1972:113).

In this study, five structural dimensions of the Alberta Games Council were examined between 1978 and 1984. As in the original Aston studies (Pugh et al., 1963, 1968), the dimension of flexibility was not examined.

Contextual Dimensions

A second set of organizational dimensions examined in this study were contextual dimensions. These dimensions refer to the internal environment in which structure develops, including charter, size, technology, etc. ... (Zey-Ferrell, 1979:105). Pugh et al. (1968, 1969), in their original Aston studies, indicated that scores on the contextual dimensions "represented the circumstances that shape

the organizational structure (Hage, 1978:07)." Pugh et al. (1969) suggested that contextual dimensions such as size, technology, organizational charter and interdependence would shape the structure and functioning of an organization. Earlier research findings (Woodward, 1965) suggested that operations technology was the most important determinant of structure. The Aston studies (Pugh et al., 1968, 1969) demonstrated that three contextual dimensions, size, interdependence, and to a lesser degree, technology, were predictors of structure.

Environmental Dimensions

Organizations can be viewed as input-output production processes (Katz and Kahn, 1966; Hage, 1978). They require inputs of technological, financial, material, and personnel resources, and act upon and transform them into outputs which include both goods and services. The environment impacts upon the inputs (i.e. what resources are available to the organization) and outputs (i.e. is there a viable market in the environment for the goods or services produced?). This impact upon both inputs and outputs ultimately affects the structure of an organization. The more an organization is dependent upon other organizations for supplies, technology, government sanction, and other various forms of support, the less capable it will be of acting independently to control new developments in its environment (Child, 1977:17). An organization that is neither responsive nor adaptive to changes in its environment cannot survive. To a great degree, the environment within which an organization is operating will affect the structural design of an organization (Child, 1977:17).

Zey-Ferrell (1979:72) described the environment as consisting of all the elements with which the organization exchanges inputs and

outputs. Hall (1972) distinguished between a general and a specific environment. The general environment contained the technological, legal, economic, demographic and cultural conditions which affected all organizations. The specific environment contained certain external elements which interacted directly with the focal organization (Miles and Snow, 1978:253). Zey-Ferrell (1979:72) also described the general and specific environments. Environmental elements occurred on both macro and micro levels. Like the general environment described by Hall (1972), and the relevant environment by Benson (1978:84), she believed the macro level consisted of general cultural conditions within which an organization existed. These included: political-legal, economic, educational, religious, community and societal influences on the organization (Zey-Ferrell, 1979:72).

The micro level of environment contained elements specifically related to goal setting and attainment. This level included relevant individuals, special interest groups, professional organizations, and organizations other than the focal one (Zey-Ferrell, 1979:74). She also called this level of the environment the task environment, and suggested these elements of the environment are identified "in terms of the focal organization's actual or potential interaction or transactions, both inputs and outputs (Zey-Ferrell, 1979:74)." Within this task environment, organizations formed interorganizational networks to ensure their survival. Further, the task environment has been related to the internal structure of the organization (Zey-Ferrell, 1979:74; Miles & Snow, 1978:253).

Hage (1978:103) attempted a general synthesis of what he believed to be the two major approaches to the study of environment and its organization. These approaches were described as either

emphasizing a single variable used to characterize the entire environment (i.e. stability, complexity) or specifying ideal-types of environments. Concerned that too few theoretical concepts were present in the study of organizational environments, Hage offered three different conceptualizations of the environment (Hage, 1978:106-122). He felt the environment should be viewed as the availability of resources, and the resources (or inputs) viewed as part of the organization (Hage, 1978:107). Hage's three conceptualizations were: (1) the environment as a resource and performance context; (2) the environment as a network of interorganizational relationships; and (3) the environment as the larger society. For each of these conceptualizations, Hage developed a set of variables which, when examined, would describe in some detail the environment and its interactions with the organization.

For the purpose of this study, the environment has been conceptualized as a network of interorganizational relationships. These relationships are the ones most necessary for the survival of the organization. In order to make a number of distinctions on the basis of both inputs and outputs, or ways in which organizations can be linked, Hage (1978:116) developed the following ten variables for describing the organizational environment.

1. Number of organizations that can or do provide technology.
2. Number of organizations that can or do provide constraints on decisions.
3. Number of organizations that can or do provide funds or capital.
4. Number of organizations that can or do provide staff or personnel.

5. Number of organizations that can or do provide raw materials.
6. Number of organizations that take or compete for patents.
7. Number of organizations that take or compete for decision freedom.
8. Number of organizations that take or compete for profits.
9. Number of organizations that take or compete for staff.
10. Number of organizations that take or compete for finished products or services (Hage, 1978:116, Table 2).

The first five variables (numbers 1-5), the input variables, focus on the availability of resources and the second set (numbers 6-10), output variables, focus on the competitors in the environment. These environmental variables impact upon the context of an organization, and contextual variables affect the structure of an organization. Part III of the data collecting instrument was based upon Hage's conceptualization of the environment. Questions were developed to obtain from the respondents data describing the types of organizations which both supplied resources to the Alberta Games Council and received resources from the Alberta Games Council.

Environmental dimensions were included to serve several purposes. Firstly, the modified information and data quantification schedules were designed to collect large amounts of data describing the structure of the organization (structural dimensions) and the context within which it functioned (contextual dimensions). These schedules were semi-structured, allowing the study to include additional pertinent information. Data were collected for two sets of dimensions - contextual and structural. Pugh et al. (1969) suggested that contextual dimensions such as size, technology, organizational charter and

interdependence shaped the structure and functioning of an organization. But what, if any, set of dimensions influenced the contextual dimensions? Also, would a third set of conceptually developed dimensions influence directly the structural dimensions? The inclusion of a third set of dimensions attempted to address these two questions.

Organizations cannot survive in a vacuum. They are input-output production processes (Katz and Kahn, 1966; Hage, 1978). For example, the history of an organization, its size and technologies are directly influenced by the environment. While the contextual dimensions do address the environment, they address the specific (Hall, 1972) or micro-level of the environment (Zey-Ferrell, 1979:72-74). At this level, the environment appears to directly influence the organization. Attention must also be paid to the general (Hall, 1972), or macro-level of the environment (Zey-Ferrell, 1979:72-74). These general environmental influences (political-legal, economic, educational, religious, community and societal) shape the specific impacts upon the organization.

An example of a general environmental influence upon the specific environment can be drawn from Alberta's "boom" years. The province experienced a period of great economic prosperity between 1979 and 1981. As a result, a large number of organizations, both private and public, provided funding to the Alberta Games Council. The economic "upswing", and subsequent increase in number of donors, could be responsible for a number of changes in the contextual dimensions of size, technology, and resources. These changes, in turn, could affect the structure of the organization. Organizations which increase their number of employees as a function of change in size may also experience

a number of other changes. Specialized tasks are frequently created for new employees; standardized procedures are introduced to monitor their behaviors; statements of procedures are formalized and codified, and decision making authority is decentralized.

The environmental dimensions addressed do not attempt to describe the entire spectrum of environmental influence. Rather, these dimensions have a single common denominator - they all represent types of resources. Technological, political, financial, personnel, and material resources were examined. No attempt has been made to describe the general environment in terms of its political, educational, moral or religious beliefs. This would be best served in another investigation. Yet, the data collected for environmental dimensions are presented in support of the premise that a third set of dimensions (or influences) impact both upon contextual and structural dimensions (i.e. resources, technology).

Secondly, weaknesses of the data collecting instrument, with respect to its sensitivity to the input-output processes of the organization, were minimalized with the addition of a third set of dimensions. The inclusion of a set of environmental dimensions, which in some cases closely resembled certain contextual dimensions (i.e. resources), offered extensive opportunity to double check the data. Thirdly, by having respondents list all organizations which supplied resources to, and received resources from, the Alberta Games Council, the study was able to identify other relevant organizations' documents which may have contained data pertinent to the study (i.e. the financial reports of the Western Canada Lottery - Alberta Division, and the Department of Recreation and Parks).

The data collected for these three sets of dimensions described general environmental influences on the specific environment, which in turn influenced the structure of the organization. General environmental influences felt directly by the organization have also been identified.

Organizational Growth and Development

The literature concerning organizational growth and development contains a variety of descriptions of growth as well as means for measuring growth. Starbuck (1971:11) described growth as a "change in an organization's size when size is measured by the organization's membership or employment." Katz and Kahn (1978) believed an organization's growth was manifested through two distinct phases. Firstly, an organization experiences an expansion of its production function. This includes the acquisition of funds and expansion of its product line. Once an organization is capable of this, it is ready to move to the next phase which includes the recruitment, training and maintaining of personnel (Katz and Kahn, 1978:80-81).

Both Starbuck (1971:37) and Katz and Kahn (1978:81) agreed that growth was contingent upon an organization's interaction with its environment. As a result of this interaction, an organization is able to obtain the resources necessary for survival. Environmental approval legitimizes an organization's activities. This legitimation is a precondition for survival and survival is a precondition for growth (Starbuck, 1971:38).

All organizations have identifiable roots. Miles (1980:432) viewed the birth of an organization as, "starting with an idea, continuing through inception and incubation and terminating sometime after the equivalent of human birth." Van de Ven (1980:88) defined organization creation as "a process that begins with the inception of an idea, enters a planning phase, proceeds to implementation, and culminates with the institutionalization of organization structure and process." The period between the initial implementation of the idea and the institutionalization of the structure is usually between two and three years (Van de Ven, 1980:88).

Organizations grow for a number of reasons (Filley and Aldag, 1980:302-303):

a) as a passive response by the organization as a result of consumers seeking the company's products;

b) as the result of conscious decision making;

c) by acquisition or merger;

d) as simple economies of scale;

e) as a result of desire for increased profits;

f) as a result of personal motives of executives for increased power or compensation;

g) to ensure stability; profits of larger firms vary less than profits of smaller firms;

h) for survival; survival rates are better for larger than for smaller firms.

Boulding (1953:326-340) identified three classes of organizational growth. The first was simple growth which was represented by the growth or decline of a single variable. The second class of growth, population growth, described changes in the age, sex or skill

composition of the members. The third class, structural growth, included all of an organization's dimensions. Katz and Kahn (1978:78-80) extended this classification by adding a fourth type of growth. In addition to (a) increasing the size of the existing units, (b) increasing the number of units doing identical work, (c) expanding through differentiation and specialization, organizations can also grow through (d) merger with other organizations or through a takeover of smaller organizations. In a review of the literature concerning organizational growth and development, Heron (1972:22) identified four distinct growth stages: a birth period, a youth period, a highly productive period, and a mature period.

Tichy (1980:164) refuted the biological analogy that organizations grow through "predictable biosocial stages of development." He concluded that organizations shared some common properties with biological systems (e.g. they are born, require the input of various resources to produce outputs, etc. ...), but that their changes were better explained by "such factors as environmental threats, opportunities, size and technology" (Tichy, 1980:165). An organization's survival depends upon its relationships with its environment. As a result of this interaction with the environment, an organization must be flexible to make adjustments with respect to its position.

Tichy (1980:165) argued that organizations make cyclical adjustments over time while attempting to resolve three basic, continuous dilemmas.

1. Technical Design Problem: The organization faces a production problem. Social and technical resources must be rearranged so that the organization produces some desired outputs.

2. Political Allocation Problem: This problem is concerned with the allocation of power and resources.

3. Ideological and Cultural Mix Problem: The organization must determine what values need to be held by what people.

These three ongoing interrelated dilemmas are never fully resolved. An organization is dynamic, and its position within the environment is constantly changing. Tichy (1980:165) conceptualized adjustments in these problem areas in cyclical terms. The ongoing processes of adjustment vary in intensity with each of the three areas. A variety of management strategies could be applied to effect these adjustments. These strategies may include: avoidance, neglect, single or group leadership, or bargaining among interests groups (Tichy, 1980:166).

Starbuck (1965, 1971:165) identified four kinds of models of organizational growth:

1) Cell division models: These models focus on growth as a percentage of change in size. They tend to concentrate on effects and ignore the causes.

2) Metamorphosis models: These models explain organizational growth as characterized by abrupt and major transformations which identify specific periods in an organization's history. The models describe both causes and effects, but the relationships between the two are obscure.

3) Will-'o-the-wisp models: These models suggest that growth is a process of pursuing opportunities for advantage in a variety of areas. These models give attention to cause and effect as well as to other environmental influences.

4) Decision process models: These models reproduce the design of the organization by examining organizational decisions. They tend to concentrate on causes and to ignore the effects.

Boulding (1953:298-300) identified the following five principles of structural growth:

1) Any structure has a minimum set of conditions which are necessary for nucleation. These conditions involve necessary resources.

2) Structural growth involves non-proportional change; the proportion of parts and significant variables cannot remain constant.
3) At any moment, the form of an organization is a result of its growth up to that moment.
4) As structure grows, either the dimensions of the parts must be extremely accurate or else the divergence from a plan must be adjusted by a skilled person.
5) Activities or parts of an organization will move toward areas which are of greater advantage and away from areas which are of a lesser advantage.

Like Boulding (1953), Greiner (1972) believed that organizations were influenced by their earlier periods of growth. An organization with an understanding of its past could "anticipate and prepare for the next developmental crisis (Greiner, 1972:37)." Greiner (1972:37) described five distinct phases of development through which organizations pass. Each phase was characterized by a calm period of growth which ended with a management crisis. These periods of growth were highly dependent upon an organization's history. Greiner believed an organization's past was more responsible for shaping its future development than any environmental features (Greiner, 1972:38).

Periods of relatively calm growth were termed evolution, and the periods of turmoil in the organization's life were termed revolution (Greiner, 1972:38). Organizations were believed to move through successive phases including evolutionary and revolutionary periods, the first precipitating the second (Greiner, 1972:38). An organization's ability to solve its problems determined whether it moved from a revolutionary period to the next evolutionary period. The following evolution and revolution periods characterize the five phases of organizational development (Greiner, 1972:42-44).

Phase 1: Evolution Period: Growth through creativity.
Revolution Period: Crisis of leadership.

Phase 2: Evolution Period: Growth through direction.
Revolution Period: Crisis of autonomy.

Phase 3: Evolution Period: Growth through delegation.
Revolution Period: Crisis of control.

Phase 4: Evolution Period: Growth through coordination.
Revolution Period: Crisis of red tape.

Phase 5: Evolution Period: Growth through collaboration.
Revolution Period: Crisis of ?

These crises are brought about in large part by an organization's attempt to secure a better fit for itself in its environment. Growth is dependent upon an organization's ability to move from one phase of development to the next. In order to resolve the various crises, management will have to make structural changes within the organization. Its options for solving its crises during periods of revolution are narrowly defined. A management crisis precipitated by a growth through creativity in phase one would require strong leadership as the central theme of its solution. Direction would be necessary to funnel the creative energies of the organization toward the achievement of stated goals.

Following a relatively calm period of growth through direction, the organization's development becomes stiffled due to excessive direction and control. A period of revolution occurs whereby various parts of the organization seek autonomy (i.e. functional departments will be created with managers and their attendant subordinates). As an organization grows it will experience successive periods of evolution and revolution.

Phase five is characterized by a growth period through collaboration, in which spontaneity and teamwork are emphasized. Highly formalized systems are simplified and team performance is rewarded more than individual achievement (Greiner, 1972:44). Greiner (1972:44) describes this period of revolution as a response to

> the 'psychological-saturation' of employees who grow emotionally and physically exhausted by the intensity of teamwork and the heavy pressure for innovative solutions,

and suggests that it will be solved

> through new structures and programs that allow employees to periodically rest, reflect, and revitalize themselves.

Heron (1972:51) reported that studies of organizational growth and development could be divided into three categories:

1. commissioned histories of organizations,
2. studies which developed conceptual models of growth patterns, and
3. studies, either qualitatively or quantitatively descriptive, of how organizations actually grow and develop.

This study was concerned with the third category of investigation. It has been suggested that the only way to study growth and development of organizations is to rely upon histories or longitudinal investigations (Filley and Aldag, 1980:300). This research presents the findings of a longitudinal study examining the entire formal history of the Alberta Games Council, 1978 to 1984 inclusive.

Fiscal time periods were selected as the time frames employed for the examination of changes in the Alberta Games Council's structure. An organization's life cycles may emerge unrelated to its chronological age. Thus it was recognized that, "calendar time and

organizational time are not necessarily identical" (Kimberly and Miles, 1980:6). Yet for the purpose of this study, which examined the six year history of an organization, fiscal time was selected.

Specific beginning and fiscal points were established for six equidistant periods selected for examination. Growth periods could not correctly have been identified for study prior to the examination of the data. The Alberta Games Council recorded its history within fiscal time periods - from April 1 to the next following March 31. Annual and budgetary reports described the Council's activities within these time frames. The examination of fiscal time periods facilitated the collection of large amounts of data describing the various dimensions of the organization's structure. This prevented the development of assumptions with respect to possible Games Council growth stages. Nevertheless, it was recognized that organizational time periods may yield richer and more complete descriptions of an organization's structure. For this study, which examines a six year history, the employment of fiscal time periods was deemed appropriate.

CHAPTER III

REVIEW OF EMPIRICAL STUDIES AND STATEMENT OF PROBLEMS

Organizational Structure

The Aston Approach

The Aston studies were conducted at the University of Aston, England, between 1963 and 1968. These studies of the problems of organization and behavior resulted from the work of Lupton (1963). Lupton found that any attempt to predict workshop behavior on the basis of comparative studies of different firms must include factors beyond those of the social relationships of primary groups (Pugh and Hickson, 1976:22). Lupton hypothesized that certain patterns of factors would tend to be associated with certain kinds of observed behavior (Pugh and Hickson, 1976:22).

The Aston group attempted to generalize and develop the study of work organizations and behavior into a consideration of the interdependence of three conceptually distinct levels of analysis of behaviors in organizations: (a) organizational structure and functioning, (b) group composition and interaction, and (c) individual personality and behavior (Pugh and Hickson, 1976:23). The first stage of the studies was concerned with developing "an empirically-based multidimensional analysis of the structural variables of the organization (Pugh et al., 1963:298)." Exemplified by the Pugh et al. studies of 1968, 1969, this approach considered structure as a multi-dimensional feature and described the organization at the organizational level (Heron, 1972:35).

Their survey of the literature on bureaucracy (Pugh et al., 1963:289) led to an analysis of organization structure in terms of a set of variables (specialization, standardization, centralization, formalization, configuration, and flexibility) that were capable of empirical verification. In order to study organization structure, the first five variables were operationalized by generating sixty-four component scales to measure various aspects of the dimensions (Pugh et al., 1968:61). These scales formed a data and information quantification schedule in which numerical scores could be assigned to each variable. The Aston approach was limited to information obtained from responses from interviews and documents. The original sample of the Aston research (Pugh et al., 1963) included forty-six heterogeneous organizations. The data were subjected to multi-variate analysis to gauge the impact of a set of contextual variables (i.e. size, technology, dependence) on a set of structural variables (i.e. specialization, standardization, centralization).

The Aston group drew several major conclusions about organization structure (Child, 1972:164), the most important was that they proposed that a number of distinctive underlying dimensions of structure are mutually independent. These dimensions included the structuring of activities, concentration of authority, and line control of work flow. The three main relationships were (Pugh and Hickson, 1976:10):

size -- with -- structuring of activities
- bigger organizations are likely to be highly structured.

dependence -- with -- concentration of authority
- the greater the dependence, the greater the concentration of authority

technology -- with -- some configuration features (i.e. line of control)
- organizations with integrated and automated technologies will control work by means of procedures.

From these findings, a set of hypotheses could be developed for future studies. The Aston group also reported that the "multi-factor solution of organization structure expressed by these underlying dimensions implies that organizations may be bureaucratic in any number of ways (Child, 1972:166)." They refute the argument that one ideal type may be universally applicable and proposed a classification of several broad types of structure (Child, 1972:166).

Studies Arising From The Aston Studies

A number of researches have utilized the Aston methodology for their study of organizations. Pugh et al. (1969:327) stressed the importance of studying the context within which the organization operated. They believed structure was closely related to context, and might be explained by contextual factors. Inkson et al. (1970) made the first attempt at longitudinal comparison utilizing the Aston methodology. Structural and contextual dimensions of 14 organizations were compared at two points in time with an intervening period of four to five years. The noticeable changes led Inkson et al. (1970) to suggest "that in the short term there is a ratchet mechanism operating between size and structuring of activities (Pugh and Hickson, 1972:273)." This would be illustrated by increases in size leading to increases in structuring, but decreases in size not leading to decreases in structuring.

Child (1972:163) replicated the original Aston study of organization structure, employing original measurements. A sample of 82 British organizations was used. This study produced both similar and contrasting results. Child's findings (1972, p. 163) supported the relationship between, "specialization, standardization of procedures, paperwork and vertical span expressed by the concept of structuring of activities." In contrast to the original Aston investigations he found centralization of decision making to be negatively related to structuring. This relationship, he felt, was more closely related to Weber's (1947) bureaucratic model which the original Aston studies (Pugh et al., 1968) rejected. Weber's (1947) unidimensional construct of bureaucratization proposed that,

> . . . increasing degrees of specialization of labor, centralization of authority, formalization and standardization of activities and impersonality of interpersonal relations meant increasing degrees of structure or bureaucratization (Reimann, 1973, p. 462).

Pugh and Hickson (1972, p. 273), in their examination of studies utilizing the Aston methodology, found them to be largely supportive of the original investigations. These studies most notably include the work of Inkson et al. (1970), Hinings and Lee (1971) and Child (1972). Heron (1972:3), in addition to examining for growth stages of organizational structures of publicly supported community colleges in Alberta, assessed the applicability of the methodology of the Aston studies for obtaining time-series data. He concluded the Aston methodology was indeed appropriate for obtaining and analyzing time-series data relative to college growth stages (Heron, 1972). Heron and Freisen (1973, p. 333) derived ten variables from the Aston studies for their examination of structural characteristics of community colleges in Alberta.

Mansfield (1973, p. 487) examined the Aston methodology and concluded that the methods were the "most sophisticated approach available for the measurement of these aspects of the administrative structure of organizations." In Blau et al's. (1976:20) study of 110 New Jersey manufacturing concerns, relationships between plant technology and four dimensions of internal structure (differentiation, the size of various personnel components, supervisory spans of control, and decentralization of decision-making authority) were examined. Their analysis supported the general finding of the Aston studies (Pugh et al., 1968; Blau et al., 1976:20).

A number of extensions and replications of the original Aston studies were reported in the 1970s. Reimann (1973:462) reported the results of a comparative study of 19 U.S. manufacturing organizations. The research utilized the Aston group's four abbreviated structural scales as well as seven other measures to examine structure. Not unlike the original Aston findings (Pugh et al., 1963, 1968), the results implied that,

> . . . bureaucratic structure may conform to the equifinality principle, in that a variety of structural arrangements appear to be equally viable strategies for the various sample organizations (Reimann, 1973:462).

Donaldson and Warner (1976:67) utilized the Aston methodology in their study of British occupational interest associations (i.e. trade unions and professional associations). They found the relationships of size, structuring and centralization to be not unlike the relationships demonstrated by the original Aston studies (Donaldson and Warner, 1976:84). Hinings et al. (1976) examined the structure and

context of three churches: the Church of England, the Methodist Church and the Roman Catholic Church. The sample included nine Church units. The results of the study were not in accord with the previous Aston findings. Specialization, standardization and formalization were not found to be highly correlated as a group, nor were centralization and lack of autonomy (Hinings et al., 1976:113). The results suggest that perhaps voluntary organizations (as these Church units basically were) differ with respect to their structure. Hinings et al. (1976:114) concluded that the choice of structure "is not a matter of efficient adaptation to constraints; structure in churches is in itself the embodiment of a belief."

In order to determine causal relationships within organzation structure, this study supports Pugh and Hickson's (1972:274) contention that longitudinal data are required. Moreover, what is needed is, ". . . dynamic data in which the processes stemming from change in some variables can be identified and chartered in their effects on others (Pugh and Hickson, 1972:274)." This study will utilize the Aston methodology in the examination of the structural development of the administrative body of the Alberta Games Council.

Problems and Subproblems

The structural development of the Alberta Games Council is examined in this study. Three main problems are identified. Firstly, it is necessary to identify the antecedents which led to the establishment of the Alberta Games Council. Secondly, the structure of the central administrative body of the Alberta Games Council needs to be

examined from May 16, 1978 to March 31, 1984. Finally, the applicability of the methodology used for this study would also be examined. Three main problems were developed. A series of subproblems were also identified to address changes which occurred in the Alberta Games Council's structure beginning May 16, 1978 and ending March 31, 1984.

Problem A

What were the events prior to 1978 which led to the establishment of the Alberta Games Council?

Problem B

What changes occurred in the Alberta Games Council's structure beginning May 16, 1978 and ending March 31, 1984?

Subproblem B1

What changes occurred to the contextual dimensions of the Alberta Games Council beginning May 16, 1978 and ending March 31, 1984?

Subproblem B2

What changes occurred to the structural dimensions of the Alberta Games Council beginning May 16, 1978 and ending March 31, 1984?

Subproblem B3

What changes occurred to the environmental dimensions of the Alberta Games Council beginning May 16, 1978 and ending March 31, 1984?

Subproblem B4

What were the relationships between the environmental and contextual dimensions of the Alberta Games Council beginning May 16, 1978 and ending March 31, 1984?

Subproblem B5

What were the relationships between the contextual and structural dimensions of the Alberta Games Council beginning May 16, 1978 and ending March 31, 1984?

Problem C

Is the Aston methodology applicable for the collection of time-series data of a sport and recreation service organization's structure?

CHAPTER IV

DESIGN AND METHODOLOGY

This study was designed as a longitudinal case study recording the changes in the structure of the Alberta Games Council. The methodology used was essentially that of the Aston studies as reported by Pugh et al. (1963, 1968, 1969), Inkson et al. (1970), Hinings and Lee (1971) and Hinings et al. (1976). A number of researchers (Heron, 1972; Miles, 1979; Kimberly, 1980) have emphasized that in-depth studies of specific kinds of organizations are required and that methodologies should be tested to permit such examinations. Studies involving single organizations are no longer ignored (Mintzberg, 1979:583). Heron (1972:51) reported on the scarcity of longitudinal studies examining the dimensions of structure other than size. Pugh and Hickson (1976:274) also expressed the need for longitudinal data to determine causal relationships within organization structure. A modified Aston information and data quantification schedule (Pugh et al., 1968, 1969) was used to examine structural, contextual and environmental dimensions. This chapter will describe the sources and treatment of data and the data collection methods.

The collection of primarily qualitative data was chosen for several reasons. Qualitative data would produce a ". . . rich, full, earthy and holistic" picture of the organization (Miles, 1980:590). The data would ". . . preserve chronological flow where necessary, and suffer minimally from retrospective distortion" (Miles, 1980:590). Both consumers and producers have looked favourably upon qualitative data, which

> . . . lend themselves to the production of serendipitous findings and the adumbration of unforseen theoretical leaps; they tend to reduce a researcher's trained incapacity, bias, narrowness, and arrogance; and their results, reported in forms ranging from case studies to vignettes, have a quality of 'undeniability' (Smith, 1978) that lends punch to research reports (Miles, 1980:590).

This chapter will describe the sources and treatment of data and the data collection methods.

Data Collection

Sources

An abbreviated form of the Aston interview schedule with slight modification was used. Permission to conduct the study was obtained from the Managing Director of the Alberta Sport Council, the successor of the Alberta Games Council. The Managing Director received a summary proposal of the study, a letter of request for permission to begin the conduct of the study (Appendix A), and a copy of the data-collecting instrument (Appendix B). The Managing Director received and reviewed these documents prior to the collection of the data.

Six days were spent collecting the data at the Alberta Sport Council's office in Calgary which houses all of the Alberta Games Council's historical documents. The data were first collected from major documents for each year the Council was formally established. The documents were: (a) the minutes of meetings of the Board of Directors and Games Council staff, (b) the signed auditor's statements and/or annual financial reports, (c) payroll records and files, (d) Alberta Games Rulebooks and, (e) any other archival data held pertinent to the research. Data were collected for all structural, contextual and environmental dimensions to which the major documentary sources were applicable. These data were recorded at the source.

Data were next obtained through interviews conducted separately in a semi-standardized approach, with the Managing Director and other staff members of the Alberta Games Council. These individuals were all located in Calgary, working for the Alberta Sport Council. The interviews extended from one half hour to four hours. The respondent was asked to reply to items on the data-collecting schedule as they were presented by the interviewer. In addition, the respondent was asked to explain possible discrepancies between his/her response and the information obtained from documents, as well as to identify ". . . possible influences on certain trends and circumstances described by the interviewer and the documentary data" (Heron, 1972:78).

The discussions of most of the interviews were tape recorded and later transcribed. Notes were taken throughout interviews which were not tape recorded. There were a minimum of two and a maximum of four sources for all items included in the study. In the case of conflicting data, that response which was confirmed by at least two sources was accepted. If data were not available from March records, then data obtained from other monthly reocrds were considered to be representative of that fiscal year.

Instruments and Scales

The instrument used was an information and data quantification schedule. The schedule was modified from the Pugh et al. (1968, 1969) long form of the original Aston data collection instrument. The original instrument had sixty-four scales which were reduced to thirty-three to measure six structural variables (Pugh et al., 1968:70). Inkson et

al. (1970) produced a short form in which they further reduced these to ten scales of which three, functional specialization, formalization of role definition, and autonomy were structural scales (Heron, 1972:79-80). Modification of the short form has been successfully employed by previous researchers (Pugh et al., 1968, 1969; Inkson, 1970; Newberry, 1971; Geeraerts, 1984). Newberry (1971:51-54) modified the structural section of the short form by including word substitution and reintroducing scales which appeared in the original long form. He also included several new items in his short form (Heron, 1972:80). Heron (1972:81) later employed the Newberry instrument in an unmodified form.

For this study, modification of the long form included word deletions, substitutions, and additions as well as the exclusion and addition of some scales and sub-scales. These changes were employed to ensure that all pertinent data would be collected, and that respondents would not concern themselves with terminology and issues which were not applicable to their organization. Part III of the instrument (environmental variables) was developed from Hage's (1978) conceptualization of the environment. Hage (1978:106-121) presented three different conceptualizations of the environment: (a) the environment as an immediate resource and market context, (b) the environment as a network of interorganizational relationships, and (c) the environment as the larger society. For the purpose of this research, the environment was viewed as a network of interorganizational relationships. To illustrate these relationships, a number of inputs and outputs were examined. The following five dimensions examined, on both an input and

output basis, were: technology, decision freedom, funds or capital, staff or personnel, and raw materials. Questions were developed to measure the degree to which the organization controlled these dimensions on both an input and output basis.

It was determined at the outset that there would be some overlap between the areas addressed under contextual dimensions and environmental dimensions (i.e. resources). This overlap provided respondents with additional opportunities to record the resources available to their organization. The discussion of the findings in Chapter V was affected slightly as no data were presented for the contextual dimension of resources. Instead, the data are presented in the discussion of environmental dimensions.

Data Treatment

Following the collection of the data the numerical responses to each item within each of the scales were summed to produce a raw scale score. Scores were totaled for some scales and averages and means were presented and discussed. Comparisons were made of yearly scores on a variety of scales. Responses for scales which could not be quantified were treated qualitatively. The data were viewed as a continuum, beginning with year one (1978-1979) and ending with year six (1983-1984). The changes within each of the contextual, structural and environmental dimensions over the six year period were examined either quantitatively or qualitatively.

CHAPTER V

FINDINGS AND DISCUSSION

The eighteen dimensions as they were characteristic of the Alberta Games Council are presented and discussed in this chapter. Problem A which was concerned with the events leading to the establishment of the Alberta Games Council is discussed first. Problem B which was concerned with the changes in the Alberta Games Council's central administrative structure between May 16, 1978 and March 31, 1984 is examined in the second part of this chapter. Problem C, the applicability of the Aston methodology for the collection of time series data of a volunteer sport and recreation service organization's structure, is examined in the third part of this chapter.

Problem A, What Were the Events Prior to 1978 which led to the Establishment of the Alberta Games Council?

A large number of actors and events were responsible, both directly and indirectly, for the establishment of the Alberta Games Council in 1978. An examination of early national and provincial public sector involvement in sport as well as the early Games movement in Alberta revealed personalities, attitudes, needs, conditions, events, and trends which contributed toward the formation of the Alberta Games Council. On the national level, the Federal Fitness and Amateur Sport Act (1961) established the National Advisory Council on Fitness and Amateur Sport (Canada, 1961). The Minister of National Health and Welfare assumed responsibility through the Fitness and Amateur Sport

Program, "to encourage, promote and develop fitness and amateur sport in Canada" (Fitness and Amateur Sport Act, 1961). The Fitness and Amateur Sport Program was designed "to help Canadians keep fit and find fuller enjoyment of life through more active living . . . at all levels of competitive and non-competitive activity" (Canada, Department of National Health and Welfare, 1967).

This awareness, on the part of the federal government, encouraged the provinces to take advantage of federally sponsored program initiatives. One such program was the Canada Games. The Games were created to provide a national competition, alternating between Summer and Winter Games, every four years. They were conceived to:

> . . . bring together athletes from all provinces and territories in a multi-sport environment. Through the pagentry of the opening and closing ceremonies and through the social milieu of a national multi-sport event, the Games help to strengthen mutual understanding among athletes and encourage national unity through sport (Canada Games Council, 1980:9).

The first Games (Winter) were held in Quebec in 1967. The adopted theme - Unity Through Sports - echoed the government's desire to have the Games serve as a national socializing function. The first Canada Summer Games were held in Halifax and Dartmouth, N.S. in 1969 (Bedecki, 1971:167-168).

The Minister of National Health and Welfare outlined his proposed sport development policy for Canadians in Ottawa in 1970 (Munro, 1970). The Honourable John Munro concluded his address with the following remarks:

> We have advocated the purpose and objective of mass participation and the inculcation of sports and recreation in the Canadian mass culture, towards the goal of improving the overal calibre of Canadian society and maximizing the personal potential of Canadians for a happier existence.

The Minister believed mass participation would lead to the production of competitive teams which would serve as Canada's international representatives (Galasso, 1972:50). The Canada Games provided a vehicle for young Canadians to participate in a national sport competition. This program initiative of the federal government received considerable attention from the provincial governments. The first games in Alberta, the Southern Alberta Summer Games, were held in 1970.

In his study of provincial government involvement in sport in western Canada, Baka (1978:vi) identified two factors which were most responsible for government involvement in sport. These were a "concern for physical fitness and the close affiliation of sport to recreation, especially at the community level." Additionally, he identified facilities and games as receiving the top funding priorities. In Alberta, the years 1966-1977 represented a period of growth of sport related services by the Alberta government (Baka, 1978:194). Between 1965 and 1971, the Department of Youth provided these services through its Athletics and Outdoor Education Division.

On April 1, 1971, the Department of Culture, Youth and Recreation replaced the Department of Youth. Within this new department, the Recreation Branch became the Recreation Development Division in 1973. The Sport and Fitness Branch, one of four branches established under the Recreation Development Division, replaced the Athletics and Outdoor Education Division as the major provider of support services to sport. In 1974, the Sport and Fitness Branch was itself divided into three sections. These sections included the Sport Development Section, Sports Competition Section and the Fitness Section (Baka, 1978:179-194).

Growth in the areas of sport and fitness was not limited to the public sector. Provincial and regional sport and recreation associations recognized and expressed the need for additional coordination within their ranks and increased government support. Through its various branches and divisions, the Alberta government provided consultative services to various sport associations and provincial sport governing bodies (Baka, 1978:194). At a provincial sport governing body seminar in 1970, the government supported the formation of Sport Alberta, a provincial sport federation (Nicholls, 1977; 1982).[1] It was not until April 10, 1972 that Sport Alberta (Amateur) was incorporated under the Societies Act of Alberta. Edmonton was recorded as its place of operations and its objects were to promote amateur sport (Alberta Official Gazette, 1972). By October, 1972 its membership included forty provincial sport associations and ten associate members (e.g. Alberta Schools Athletic Association).

The first Southern Alberta Summer Games were held in Pincher Creek in 1970. They were an initiative of the Southern Alberta Recreation Administrators. This group of recreation professionals, board members and agency personnel from throughout the south (area 1) met informally four or five times yearly to discuss common problems and needs. At one such meeting the concept of the summer games was discussed, a committee established and the idea implemented (Gibb et al., 1971:3). This committee received assistance from the provincial government in the person of Max Gibb, an area recreation consultant.

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[1]For a detailed history of the role of Sport Alberta in the Alberta Games Movement, refer to Ernest A. Nicholls, "An Analysis of the Structure and Function of three Provincial Sports Collectives in Western Canada, 1967-1978" (Ph.D dissertation, University of Alberta, 1982).

Local recreation departments contributed both human and financial resources toward the implementation of this regional games plan.

Major emphasis was placed in the area of mass participation and physical and social involvement for all regardless of age, sex or ability (Gibb et al., 1971:4). Winners would progress through various levels of competition, beginning at the local level, progressing through the regional level, and finally the area level of competition. Approximately 10% of the 100,000 area population participated in the Games at the community level. This group of 10,000 included as many men as women, aged 6 to 80 years. These Games would continue to be offered yearly, alternating sites within the area.

The Southern Alberta Recreation Administrators were concerned with providing continued opportunity and challenge for those with the desire and ability to compete on various levels. The Planning and Administration Committee developed a total "Sports Development Program" (Gibb et al., 1971). This program called for the establishment of summer and winter games emphasizing mass participation as well as increased opportunities for development of athletes, coaches, officials and administrators (see Appendix F, p. 247). The Alberta Games Council with its Summer and Winter Games and Sport Outreach Clinics, and later the Alberta Sport Council with its twenty-one programming initiatives, included in their charters the concepts outlined in this early sport development program proposal. Just three years after the first Canada Games, the Southern Alberta Recreation Administrators had introduced the concept of a regional games to southern Alberta.

The Central Alberta Summer Games were first held in 1972 (Central Alberta Summer Games, 1975). These Games were organized by the Central Alberta Recreation Administrators with assistance from the

provincial government's central area recreation consultants. Like their southern Alberta counterparts, this group established a set of games.

> . . . to promote a vehicle by which all communities have the opportunity to become involved in a meaningful sports program which, through mass participation, is dedicated to the development of the individual and encourages sportsman-like conduct (Central Alberta Recreation Administrators, 1975).

In response to interest expressed by a number of individuals and sport associations for a set of provincial games, the Department of Culture, Youth and Recreation sponsored several meetings in the summer of 1972 to discuss the implementation of such games. The first meeting was held on June 15, 1972 in Edmonton. Representatives from Sport Alberta, Alberta Schools Athletic Association, Alberta Recreation and Parks, and the Department of Culture, Youth and Recreation attended. Dwight Ganske, of the Department of Culture, Youth and Recreation served as the Chairman at that series of summer meetings. There was a general concensus that the Canada Games, other provincial games, and the Southern Alberta Summer and Eastern Alberta Winter Games were viewed as very positive program initiatives. Further, the group established that Sport Alberta was the only organization capable, at that time, of organizing a set of provincial games for Alberta (Ganske, 1985, pers. com.).

At a meeting held June 27, 1972, the group proposed that an Alberta Summer Games be held, "as an extension of the South Alberta Games, with a similar framework and structure" (Ganske, 1985, pers. com.). The first Summer Games were to be held in August of 1973 and the first Winter Games in 1974. Like most of the other Games, the Alberta Games would provide an opportunity for, and encourage mass

participation in sporting activities to improve the quality of life of all participants.

At their June 27, 1972 meeting, the group prepared a proposal for both Summer and Winter Games. The Southern Alberta Summer Games would be used as a model for the proposed provincial Games. In addition, an Alberta Games Council would be established as the top policy making body of the Games (Ganske, 1975, pers. com.). A constitution of the Alberta Games was drafted in July of 1972 and outlined the responsibilities of the proposed, but not to be established for some time, Council (Constitution of the Alberta Games, 1972:1):

(a) To encourage amateur sport participation throughout the province of Alberta.

(b) To strengthen mutual understanding and friendship among athletes throughout Alberta.

(c) To promote at four year intervals, the Alberta Games.

During that same period, the Hon. Horst A. Schmid, Minister of Culture, Youth and Recreation travelled to Europe to further Edmonton's bid for the 1978 Commonwealth Games. He also visited Munich which was hosting the 1972 Summer Olympic Games. Impressed with these Games, as well as the Southern Alberta Summer Games, at which he officiated in the opening ceremonies in 1972, he also contemplated a set of provincial Games for Alberta (Alberta Report, April, 1983:s4). Discussions for an Alberta Games continued.

By June 1973, a new Executive Director had been appointed to Sport Alberta. In this position, Mr. Ron Butlin's major responsibility was to bring to fruition Summer and Winter Games in Alberta. Mr. Butlin, operating out of Calgary, was a well known sports personality in Western Canada. He had been former President of the Western Canada

Hockey League, owner of the Calgary Spurs hockey team, and one of the founders of the Calgary Booster Club (Alberta Report, 1983:s4).

In a Sport Alberta press release dated October 11, 1973, the provincial government and Sport Alberta announced that the first Alberta Games were to be held in Calgary, August 22-25, 1974. Over 800 athletes were expected to compete in 17 different events, representing the various regions of the province. In addition to his position as Executive Director of Sport Alberta, Mr. Butlin was named the General Chairman of the Games (Sport Alberta, 1973). By November of 1973 an Executive Policy Committee was struck under the General Chairmanship of Mr. Ron Butlin. This policy committee was established by Mr. Butlin, Mr. Les Usher, then Deputy Minister of Culture, Youth and Recreation; and Dr. Elsie McFarland, Assistant Deputy Minister of Recreation Development, Department of Youth, Culture and Recreation. This seven person committee consisted of representatives from Sport Alberta, Alberta Recreation and Parks Association, the Department of Culture, Youth and Recreation, the City of Calgary and the private sector (Butlin, 1973, pers. com.).

On December 4, 1973, Sport Alberta formally entered into an agreement with the Department of Culture, Youth and Recreation with respect to the hosting of the first Alberta Games. Guidelines for financing and operating the Games were established. An outline for the development of an Alberta Games Council, serving functions similar to those previously held by the Executive Policy Committee, was also included in the Memorandum of Agreement signed by Mr. Horst Schmid, then Minister of Culture, Youth and Recreation and Mr. Bob Lucas, President of Sport Alberta (Sport Alberta et al., 1973). By January 1, 1974, two Games Coordinators were hired to assist Mr. Butlin with the planning

and coordination of the Games. Diane Kirby was acquired on loan from the Calgary Public School Board Physical Education Department, and John Platinga acquired on loan from the City of Calgary Parks and Recreation Department. Both the School Board and the Parks and Recreation Department paid the coordinators what would have been their regular salaries.

These two coordinators worked with provincial recreation consultants, municipal recreation professionals and volunteers throughout the province in the organization of events leading up to the Games. The province was divided into seven geographical zones. This division would encourage representation from thoughout the province, as well as provide participants with the opportunity of comparing their performance against the performance of those from other geographic regions of the province. Funding for the Games came from several sources. The Department of Culture, Youth and Recreation provided $100,000.; the City of Calgary $30,000.; the Calgary School Board $10,000.; and the private sector contributed approximately $50,000. (Calgary Herald, June 4, 1974).

Before the Games were held, Ron Butlin signed a three year employment agreement with the Department of Culture, Youth and Recreation. In a 'Memorandum of Agreement', April 15, 1974, Mr. Butlin agreed to continue in the capacity of Executive Director of Sport Alberta and have as his main responsiblity the organization of an Alberta Games each year (Sport Alberta et al., 1974). The Games were opened at Calgary's McMahon Stadium on August 21, 1974. The setting was the intermission of a football game, and the show included two parachute jumpers descending to earth, bearing between them the Alberta Games flag (Alberta Report, April, 1983:s4). The first Summer Games were considered a success, and the following year the second Alberta

Summer Games were staged in Red Deer. It was not until 1976, in Banff, that the first Winter Games were held.

During this period friction appeared between the Directors of Sport Alberta and Mr. Butlin. By the summer of 1976, Sport Alberta, as the organizing agency of the Alberta Games, felt the Games Policy Committee should be reporting to its Board. Mr. Butlin disagreed, and in correspondence to Mr. Tom Drinkwater, Deputy Minister of Recreation, Parks and Wildlife, stated that such a relationship between the Policy Committee and Sport Alberta would be disasterous. Mr. Butlin felt the Policy Committee should be authorized to act on its own behalf and report directly to the Minister (Butlin, June 14, 1976). This issue would continue to receive considerable attention and cause continued friction. By April of 1977, these problems had attracted the attention of the Sport and Fitness Branch as well as higher levels within the Department of Recreation, Parks and Wildlife. Members of the provincial cabinet also became involved in the debate (Baka, 1978:227).

In an attempt to resolve these conflicts, the provincial government withdrew from Sport Alberta the mandate for the Games. An Alberta Games Council (also referred to as an Advisory Board) was created in April, 1974 to organize and deliver the Alberta Summer and Winter Games. Such a Council had been previously proposed in 1972 and 1973, but it never attained the status necessary to be an effective policy making body. Sport Alberta was left with the general responsibilities of promoting amateur sport in Alberta and Mr. Butlin was appointed the Managing Director of the Alberta Games (Baka, 1978:227; Edmonton Journal, February 10, 1977:20).

Mr. Don Skagen, then Executive Vice President of Mohawk Oil Company, had been a member of the Board of Directors of Sport Alberta

for two years. In June 1977 he was appointed Chairman of the newly created Alberta Games Council/Advisory Board by the Hon. J. Allen Adair, Minister of Recreation, Parks and Wildlife. The Minister also appointed Mr. Thomas T. Humphrey of Calgary as a member to the Council, Mr. Frank Wright of Edmonton as Secretary of the Council, and Mr. Dwight J. Ganske of Edmonton as the provincial government representative to the Council. The Minister also set forth the powers, duties and functions of the Alberta Games Council (Adair, 1977, pers. com.). This Council/Advisory Board was located in Calgary and reported directly to the Minister (Gibb, 1984, pers. com.).

Although Mr. Butlin had been named Managing Director of the Alberta Games he tendered his resignation to be effective April 30th (Butlin, 1977, pers. com.). On August 1, 1977 he accepted a position with the province of British Columbia to operate their provincial games (B.C. Government News, September, 1977:15). Mr. Max Gibb was hired as the new Managing Director of the Alberta Games in the fall of 1977. Mr. Gibb had previously been a consultant with Alberta Recreation, Parks and Wildlife (Baka, 1978:227-228), and would become one of the main influences in the Games movement in Alberta.

The Alberta Games Council had been created as the top policy making body responsible for the delivery of the Summer and Winter Games. The provincial government provided approximately one third of its funding. Funds were also solicited by the Games Council from the private sector. As a tax deductible charitable contribution, these monies were deposited in the Recreation, Parks and Wildlife Foundation. According to its charter, the Recreation, Parks and Wildlife Foundation

could not guarantee funds solicited by the Games Council would be given to the Games Council. So in a sense, the Council could not yet be assured of retaining its own money.

In order to alleviate some of their financial problems, Don Skagen, Frank Wright and Max Gibb approached the provincial government with the proposal that the Alberta Games Council be incorporated as a Crown Corporation (Gibb, 1984, pers. com.). The proposal was accepted, legislation drafted, and the Alberta Games Council Act (Bill 14) was assented to May 16, 1978. The Council was finally given a legal charter and expanded to include approximately fifteen members, eight of which represented the eight geographical zones of the province. An Executive Management Committee of five to seven members was established to act on behalf of the entire Council. There was a minimum of control from the Minister's office in administering Games policy, despite the Council's alignment with the provincial government (Alberta Games Council, 1981:230).

Governments employ a variety of vehicles for the delivery of their public policies. Langford (1983:564) described one such vehicle as a "quango", or quasi-autonomous non-governmental organization. Lying somewhere between the public and private sectors, these "quangos" serve as instruments of public policies. They may or may not be directly created, funded, or influenced by government offices (Langford, 1982:619). Two trends have emerged in the delivery of government policies with respect to this study.

Firstly, governments have become more concerned with the use of "leisure activities", and this influence extends beyond that found in

government recreation agencies (Weiner, 1973:3-4). Governments have been ". . . motivated by a desire to promote nationalism and propagate dominant social and cultural relations" (Semotiuk, 1980:23-28). Efforts toward the promotion of the Canada Games is but one example of the Canadian federal government's desire to influence "leisure activities". Governments will continue to employ sport in a variety of sophisticated ways, ". . . depending upon the stage of economic and technical development, the ideological bent, and the peculiar social and cultural mores of the nation" (Macintosh, 1985:24). Ronald Hirshorn, in Au Courant (1983:12), further described the use of fully or partially government-owned organizations to influence activities viewed as desirable or necessary for the greater good of society. Sport and leisure have come to be regarded as such influences.

A second trend in the delivery of public policy has highlighted the use of geographically decentralized approaches. "Quangos" offer governments increased flexibility (Langford, 1983:568). A Progressive Conservative provincial government was headquartered in Edmonton for several years prior to, and during, the entire existence of the Alberta Games Council. Through the Council's own regional offices and the offices of those organizations with which it cooperatively worked, the Alberta Games Council was directly promoting social policies endorsed, and sometimes created by, the provincial government on levels and in areas which the government had not directly addressed.

The government provided the Games Council with its mandate in the form of legislation (Alberta Games Council Act, 1978). The Council received part of its funding from government; the Minister of

Recreation, Parks and Wildlife (the title of the ministry was changed in 1980 to Recreation and Parks) served as the officer to which the Council was ultimately accountable. While appearing as a semi-autonomous body, the Alberta Games Council was, in practice, enacting social policies developed by the provincial government.

The establishment of the Canada Games, the Southern Alberta Summer Games and other provincial games provided models for the Alberta Games. The ever expanding consultative services and funding provided by government departments to sport associations, and especially Sport Alberta, encouraged and supported individuals and associations in their desire for a set of provincial games. Further, the commitment of the Department of Culture, Youth and Recreation, Sport Alberta, and thousands of volunteers brought the first Alberta Games to fruition.

Problem B, Changes in the Alberta Games Council's Central Administrative Structure Between May 16, 1978 and March 31, 1984

The data for each dimension will be presented in the following sub-sections of this chapter. The data with respect to the contextual dimensions are presented in Subproblem B1. The structural dimensions are discussed in Subproblem B2, and the environmental dimensions are presented in Subproblem B3.

Subproblem B1, Contextual Dimensions

a. Origin and History

The Alberta Games Council was established as a crown corporation on May 16, 1978 by the Government of Alberta, Department of Recreation, Parks and Wildlife. A Board of Directors was established

to develop policies to guide the day to day operations of the Games Council. This Board consisted of approximately fifteen members who represented the various interests and geographical regions of the province. A Managing Director was responsible for the day to day operations of the Council. Both the Games Council's head office and the mailing address of the Board were one and the same in Calgary. All future reference to the Alberta Games Council includes the Board of Directors, the Managing Director, and his staff, unless otherwise noted.

During its first year of operation the Games Council developed policies to include family, special groups and cultural participation. Sport events were selected a) on the basis of their potential for attracting mass participation, and b) to encourage the development of interested and talented athletes. The Council worked closely with provincial sport governing bodies, sport and recreation associations, and the 1979 St. Albert Summer Games Host Society. It developed a comprehensive "Friends of the Games" fund raising program, and established specific bidding criteria which ensured the Games movement would be experienced by all throughout the province (Alberta Games Council, 1978-79, Annual Report).

The new Council continued the activities of its predecessor (the Advisory Board to the Minister), as well as expanding into new areas of program development. Sport clinics were offered on a trial basis in eleven disciplines. Family, special groups and cultural participation events were first offered in the 1979 Summer Games in

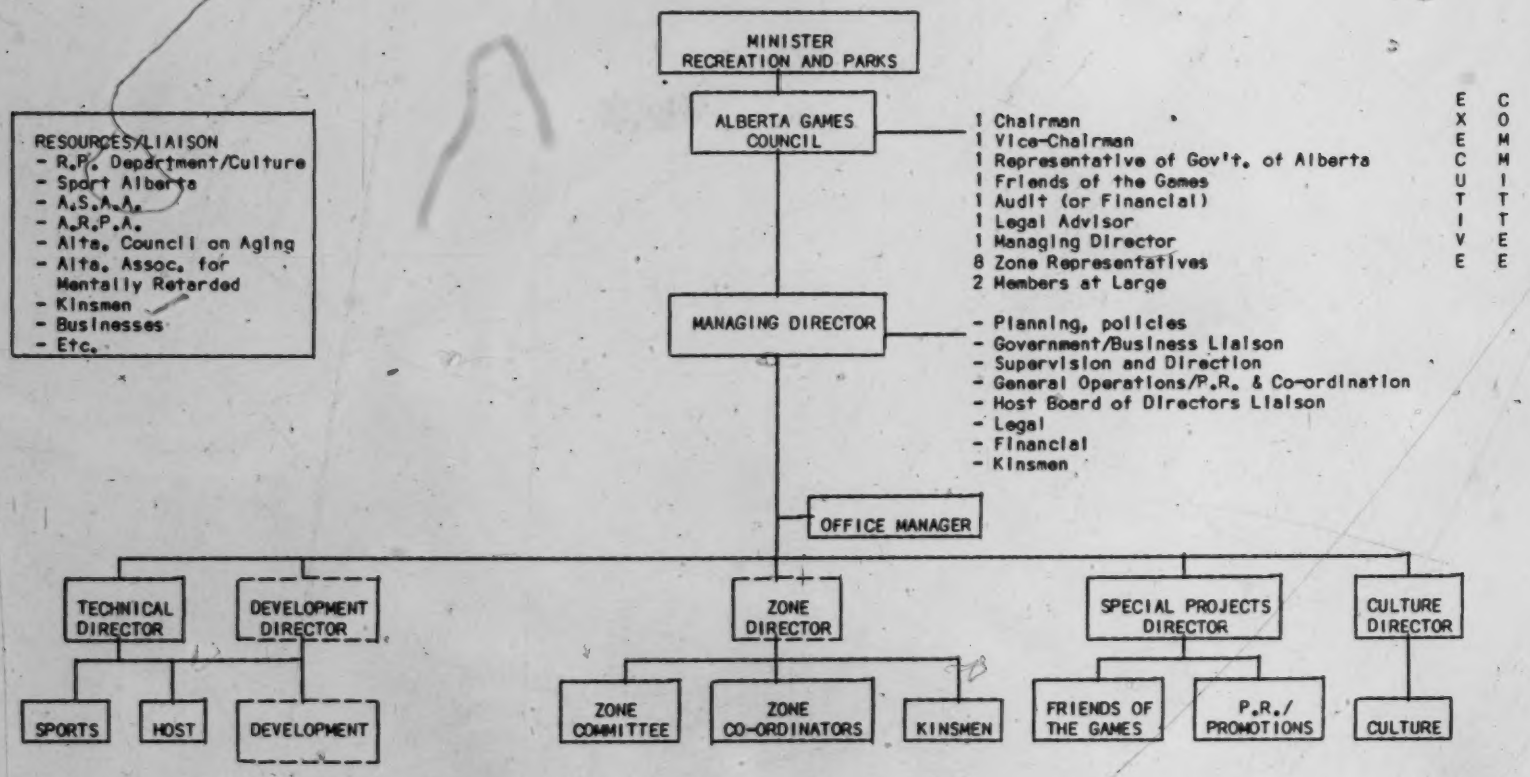
St. Albert. Figure I (p. 58) represents the organization of the Alberta Games Council in 1978-1979. Figure II (p. 59) represents the organizational structure of the Alberta Games Council and its relationship to the host community and its organizational structure.

Examination of the 1979-1980 organizational chart revealed but one change from the previous year. The position of zone director was established and filled. Several major changes were experienced by the Games Council that year. These changes were primarily with respect to outputs.

A cultural component (including activities such as song and dance) was first added to the 1979 Summer Games in St. Albert. Sport Outreach programs were approved on a trial basis in September, 1979. Also approved on a trial basis was the hiring of six full time, seasonal zone coordinators. These individuals were hired in October, 1979 for the 1980 Winter Games. Their period of employment was approximately six months. A sixty years and older age category was included in the Summer and Winter Games.

Beginning with the 1980 Winter Games in Grande Prairie, modified events were offered for individuals, who due to mental, physical or emotional disabilities, were unable to compete in the regular events. Also introduced during the 1980 Winter Games was the 'one shift' concept. All athletes arrived the same day and competed during the next three days. The 'two-shift' concept would be reinstated for the 1984 Winter Games. This allowed for half of the athletes to arrive at the provincial games site, compete for two days, then leave. The remaining competitors would then arrive, compete during the final two days, then leave.

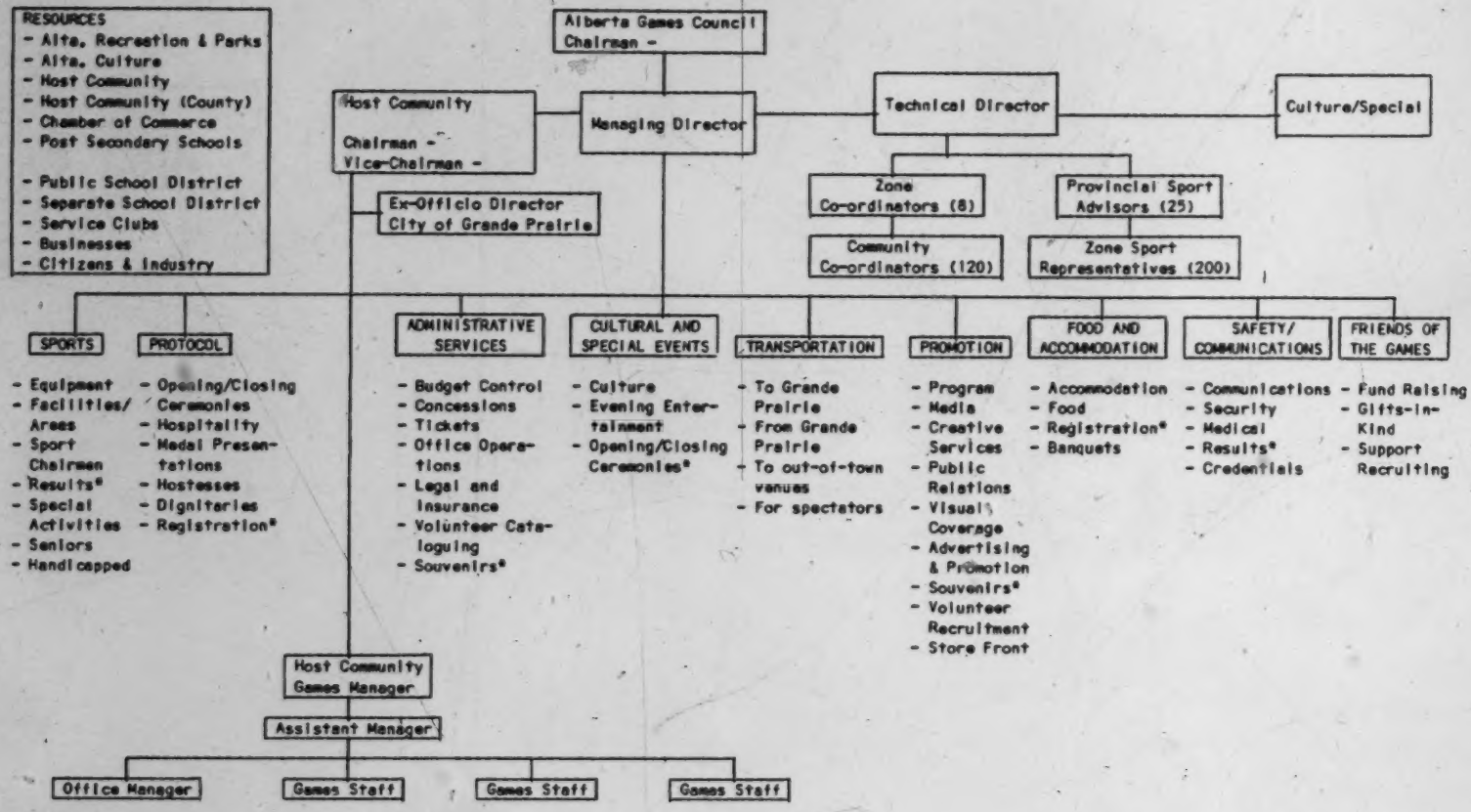
FIGURE I
ALBERTA GAMES COUNCIL ORGANIZATIONAL CHART
1978 - 1979



Note: [---] Indicates projected position

Source: Alberta Games Council, 1979, Annual Report, p. 3.

FIGURE II
ALBERTA GAMES COUNCIL MASTER ORGANIZATIONAL CHART
1978 - 1979



*Denotes shared responsibility.
Source: Alberta Games Council, 1979, Annual Report, p. 4.

Changes also occurred in policy during the 1979-1980 fiscal year. In previous years host community bids were considered only from communities with populations exceeding 5,000. For the first time bids were entertained from communities regardless of their size. Communities were encouraged to work together to provide the necessary volunteer manpower, accommodations, equipment and facilities required to host an Alberta Games. The Council felt the new policy would allow still more communities throughout the province to become involved in the Games movement (Alberta Games Council, 1980, Annual Report).

During 1979-1980 as well as during all successive years, activities of the Alberta Games Council were in the following four major program areas.

1) Zone Movement
2) Sport Development
3) Cultural Development
4) Administration

The master organizational chart remained unchanged during 1980-1981. Major changes included a new office location in downtown Calgary as well as additional program initiatives. The Alberta Games Council co-sponsored, along with the Alberta Senior Citizens Sport and Recreation Association (Alberta Citizens Sport and Recreation Association, 1982),[2] the first ever Seniors Games in Camrose in August, 1980. The Council established a Cultural Advisory Committee to propose policies, budgets, programs and operating procedures for the cultural component of the Alberta Games.

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[2]The Alberta Senior Citizens Sport & Recreation Association was incorporated as a volunteer recreation action group on January 31st, 1980, to promote sport and recreation development for seniors (55+) across the province, to act as the provincial voice for seniors in the Alberta Winter and Summer games, and to promote future Alberta Seniors' Games.

Through its staff, the Alberta Games Council provided leadership for the planning and staging of the annual Intersport Conferences sponsored by Alberta Recreation and Parks. As a result of the Intersport IV Conference, an Ad Hoc Committee was established to further investigate a plan for improved sport coordination in the province (Alberta Department of Recreation and Parks, 1980). The Alberta Games Council contributed 10% of the funds necessary to support the work of this ad hoc committee. Intersport V followed the release of this committee's report and the Council again participated in the conference planning (Alberta Games Council, 1980-1981, Annual Report).

The Games Council also approved on a trial basis the establishment of zone councils. These councils consisted of volunteers representing various sport, culture, recreation and service groups in the communities. These zone councils provided support and direction to zone coordinators.

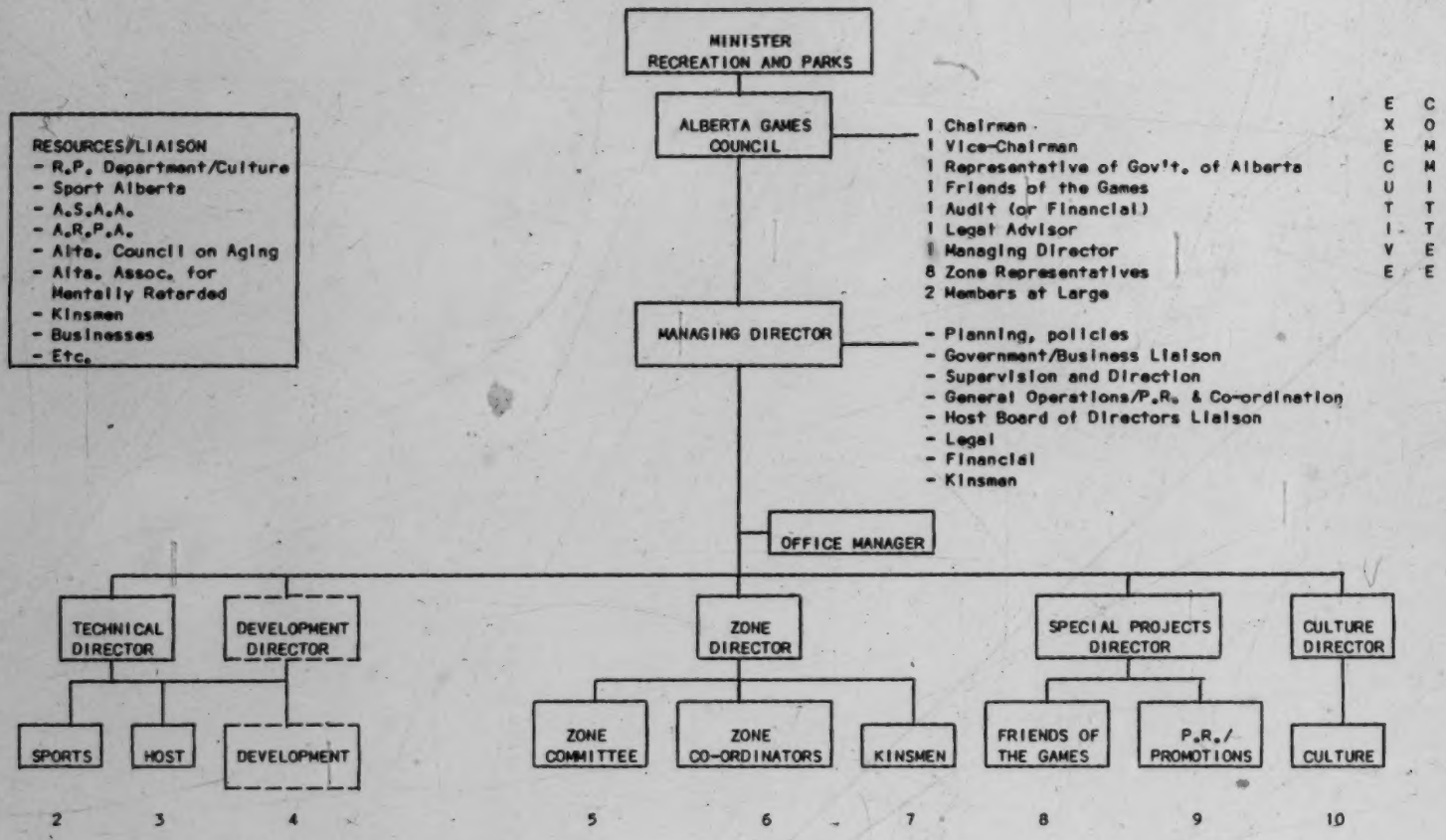
Few changes occurred within the 1981-1982 fiscal year. The master organizational chart remained unchanged. The Games Council agreed to take on the responsibility of organizing the Seniors Games every second year. The Alberta Senior Citizens Sport and Recreation Association continued to be heavily involved in the administration of the Seniors Games. Members were recruited to organize and stage zone playoff and provincial games' events. The Games Council continued to promote the Games movement through the 1981 Summer and 1982 Winter Games, the Sport Outreach program, and various promotional and marketing efforts.

During the 1982-1983 fiscal year, a Public Relations Committee was established to offer to the Games Council staff advice in the areas of public relations and marketing. An Alberta Games Advisory Committee was also formed. The awarding of the 1983 Summer Games to Mountainview County marked the first time a group of rural communities (five) were awarded the Alberta Games. The '88 Olympic Search Program was established, the Sport Outreach Program expanded, and the Alberta Games Update was published. Figure III (p. 63) represents the organizational structure of the Alberta Games Council at this time.

A number of changes occurred during the fiscal year 1983-1984. The operation of the Lloydminster Western Canada Lottery kiosk (established in the fall of 1981 and maintained by the Alberta Games Council to raise funds for the 1982 Winter Games) was handed over to the Host Games Society. This society remained operational after the 1982 Winter Games and continued to work for the betterment of sport in that area. The '88 Olympic Search program became operational, and Theatre Sports was introduced as a new event in the 1984 Winter Games in the Crowsnest Pass. It was during these Winter Games that the Crowsnest Pass became the first community to host all nine winter olympic sports.

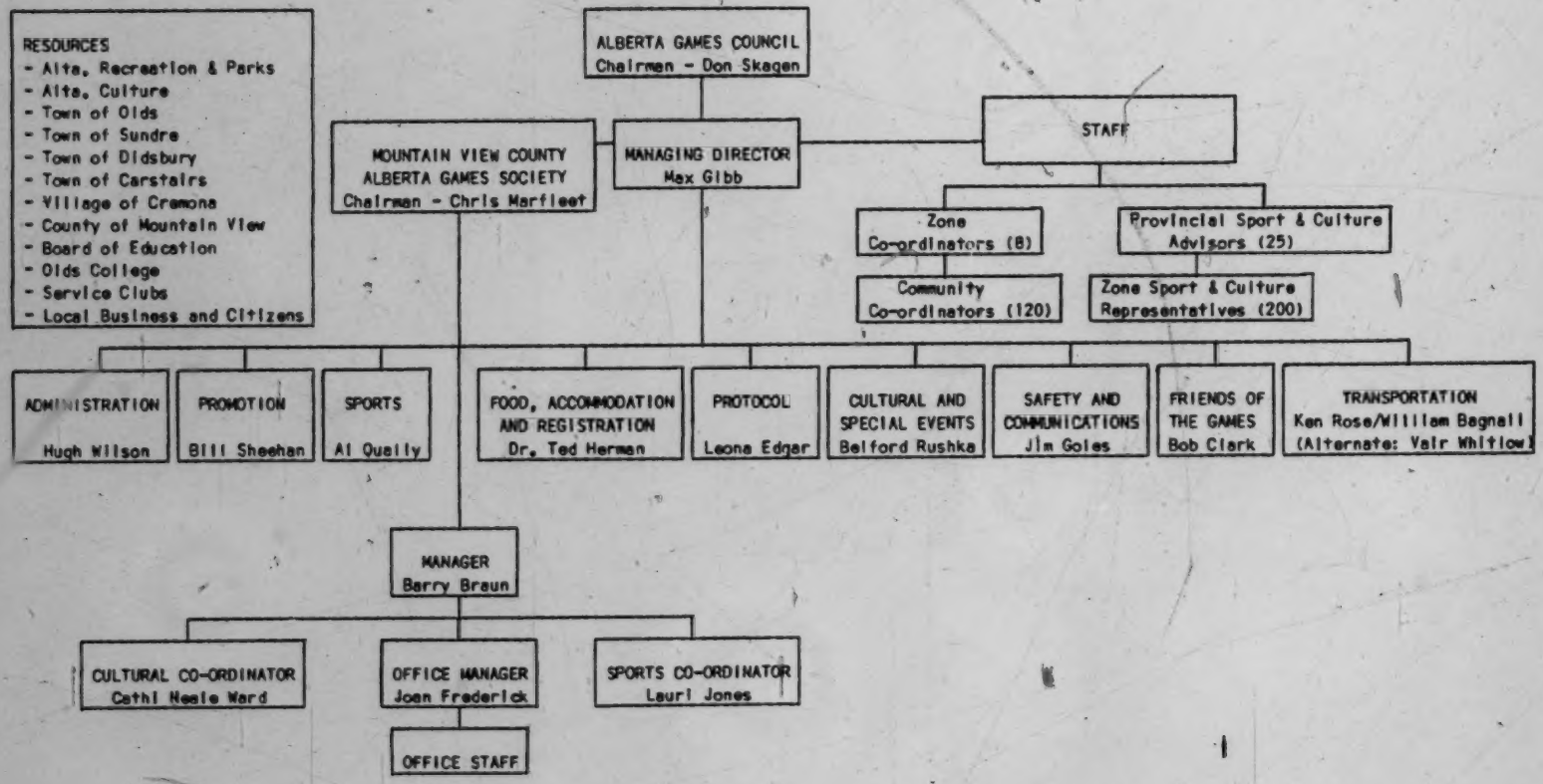
For the previous two years, the Alberta Games Council had been aware of the government's intention to improve the coordination of Sport in Alberta. The Council had received, reviewed, and commented on the final reports of the Ad Hoc Committee commissioned to investigate the needs of the sport community. This Ad Hoc Committee, consisting of Dr. Barry Mitchelson, Dr. Gerald Glassford, Mrs. Doreen Ryan, Mr. Don Moore and Mr. Ken Munro produced several models for the coordination of

FIGURE III
ALBERTA GAMES COUNCIL MASTER ORGANIZATIONAL CHART
1982 - 1983



Source: Alberta Games Council, 1983, Annual Report.

FIGURE IV
ALBERTA GAMES COUNCIL AND MOUNTAINVIEW COUNTY ALBERTA GAMES SOCIETY MASTER ORGANIZATIONAL CHART
1983 - 1984



Source: Alberta Games Council, 1983, Alberta Summer Games Rule Book, p. 2.

sport in Alberta (Alberta, Department of Recreation and Parks, 1980). The Alberta Games Council Amendment Act, 1983 (effective April 1, 1984) transformed the Alberta Games Council into the Alberta Sport Council. This new council had greater resources and a more extensive mandate than its predecessor. March 31, 1984 was the final day of operation for the Alberta Games Council. Beginning April 1, 1984 the Sport Council assumed all responsibilities of the Games Council as well as the responsibility for additional program initiatives. See Appendices G-H for a more detailed description of the Alberta Sport Council.

b. Ownership and Control

The Alberta Games Council was formally established as a crown corporation on May 16, 1978. The Council was to consist of approximately fifteen members appointed by and accountable to the Minister of Recreation, Parks and Wildlife (and after 1980, accountable to the Minister of Recreation and Parks). From this group of members, the Minister, the Hon. J. Allen Adair, appointed a Chairman, a Vice-Chairman, and Secretary to an executive management committee. This committee would act on behalf of the entire board members.

The first Alberta Games Council's Board of Directors included fifteen members. Appointed by Ministerial Order (Alberta, Department of Recreation, Parks and Wildlife, October 4, 1978) to the management committee were: Mr. Don Skagen, Chairman; Mr. Thomas T. Humphrey, Vice-Chairman; Mr. Frank Wright, Secretary; and Mr. Dwight D. Ganske, representative of the Government of Alberta. Max Gibb, the Managing Director of the Games, was appointed to the Management Committee later that year. Throughout the history of the Games Council, these five

positions were always included on the executive management committee. In order to provide regional representation on the board, the Minister appointed individuals from all geographic regions (zones) of the province. The remaining members and members-at-large represented various interests of the private sector.

The members of the board had all proven themselves to be knowledgeable, experienced and successful individuals with respect to their career pursuits. Just a few of the individuals on the 1978-1979 board were: Mr. Don Skagen, founding member, President and Chief Executive Officer of Mohawk Oil Co. Ltd.; Mr. Kent Jespersen, Vice President, Procurement and Logistics, Foothills Pipelines (Yukon) Ltd.; Mr. Max Gibb, a successful businessman in addition to his position as Game's Managing Director; and Mr. Dwight Ganske, Director of the Sports and Fitness Branch of the provincial government. Dr. Maury Van Vliet, Chairman of the Commonwealth Games was appointed a Director-at-Large. Mr. Skagen, Chairman of the Council from 1978-1984, was largely responsible for securing such a talented board (Gibb, 1984, pers. com.). He worked closely with the Minister in selecting members to serve one and two year terms on the Council's Board of Directors. Members were selected on the basis of their leadership capabilities, community involvement, professional respect and recognition in their fields, and an interest in sport and Games' objectives (Alberta Games Counil, 1980, Annual Report). Yet there is little doubt their successes in and out of business circles weighed heavily in favour of their appointments. Their high profile positions were regarded as advantageous by both the Honourable Minister and Mr. Skagen. Given such a membership, the board was able to directly and indirectly work with members of the public and private sectors on behalf of the Alberta Games movement.

The Board of Directors were responsible for the overall supervision of the Alberta Games. They reviewed submissions received from communities bidding to host the Games and selected all host communities. They determined which sports/events would be included in the Games; established guidelines governing the number of participants, and officials and standards of facilities for the Games; acted as guardian and interpreter of the official rules of the Games (Alberta Games Council, 1979, Annual Report). Throughout the history of the Alberta Games only one member of the board was ever an employee of the Games Council. Max Gibb, Managing Director of the Games, was employed by the provincial government on the behalf of the Alberta Games Council. Not only was he a member of the board, he also served on the management committee, often in the capacity of secretary, and always with voice and vote. The Minister always appointed a representative from his department to the board and to the management committee (Alberta, Statutes of Alberta, 1978).

The primary occupations and outside directorships were examined for all board members. In addition to their positions on the Alberta Games Council's board of directors, each member held at least two additional directorships yearly. The following were represented by directorships held by members of the Council's board of directors (Alberta Games Council, 1978-1984):

Alberta Government
Banking Industry
Chamber of Commerce
Chartered Accountants
Colleges
Hospital
Host Communities Games Societies

Legal Services
Local Recreation Boards
Meals on Wheels
Oil and Gas Industry
Schools
Various other private enterprises

Examination of the yearly lists of directors and their outside directorships revealed two notable features. Firstly, the oil and gas industry received a greater than average representation on the board, and always on the executive management committee. Secondly, only a total of twenty-two individuals served on the Council's board of directors over the six year period. Nine of these members served for the entire six years; six members served for four years; one for three years; five for two years; and one member served for one year. Five of the members who sat on the board for six years also sat on the executive management committee throughout those years. Individual members were appointed by the Minister for one or two year terms. Many individuals received successive appointments.

The board of directors was a very stable policy making body in terms of infrequent member turnover. It contained representation from its owning group (the provincial government) and the Games' staff (Max Gibb). Mr. Gibb reported the ease with which he was able to gain approval from the board for the establishment of new guidelines or program initiatives (Gibb, 1984, pers. com.). The Minister allowed the board considerable freedom to act within the guidelines of its mandate. His representative on the board served to facilitate the philosophical alignment between the Games Council and the provincial government. The board reciprocated by keeping the Minister informed of its activities. Mr. Skagen and Mr. Gibb met with a representative from the Minister's office semi-annually on an informal basis. As a result of this freedom

to operate, most Games Council decisions were made at the level of Managing Director or Board of Directors.

c. Size

Throughout the history of the Alberta Games Council (1978-1984) the number of permanent full-time staff positions has been approximately five. Max Gibb, the Managing Director, employed four full-time individuals to assist him in functions related to the following (Alberta Games Council, 1979-1980, Annual Report):

a) technical coordination of sports
b) zone coordination
c) special groups coordination
d) host community consultation
e) cultural programs coordination
f) public relations and fund raising coordination

All other Alberta Games' personnel were a) employed on a full-time contractual basis for special services (ie. a project coordinator or full-time secretary); b) employed on a temporary contractual basis for a short period of time (ie. part-time girl Friday, zone coordinators beginning 1979); or c) volunteers.

During its first year of operation, 1978-1979, the Games Council staff consisted of a Managing Director, Technical Director, Cultural Director, Project Specialist and an Administrative Assistant/ Office Manager. All were employed on a full-time basis. Approximately 15 volunteers were involved in Games' activities during this first year. These individuals worked primarily at the zone level.

Table 1 (p. 70) contains a list of full-time and part-time staff members, as well as volunteers for the years 1978-1984. The information was obtained through the examination of rule books, annual reports, budgets, payroll books and fiscal reports, as well as through interviews with Alberta Games Council staff. In order for a position

TABLE 1

Alberta Games Council
Number and Type of Staff Positions
1978 - 1984

Job Title	Number of Individuals Employed by the Council					
	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Managing Director	1	1	1	1	1	1
Technical Director	1	1	1	1	1	1
Zone Director	-	1	1	1	1	1
Admin. Ass./Office Manager	1	1	1	1	1	1
Project Specialist/ Coordinator	1	1	1	-	1	-
Part-Time Project Spec./ Coordinator	-	1	1	-	-	-
Cultural Director	1	1	-	-	1	-
Part-Time Cultural Director	-	1	-	-	-	-
General Office Support	-	-	1	2	1	-
Part-Time Office Support	-	3	3	4	3	5
Part-Time Stenographer	-	1	-	-	-	-
Part-Time Print Press Operator	-	-	-	-	1	1
Zone Coordinators (4-6 months)	-	5	5	5	5	5
Part-Time Ass. Zone Coordinator	-	1	1	-	-	-
Part-Time Sport Outreach Coordinator	-	-	-	1	1	-
Part-Time Sport Outreach Clinics Coordinator	-	-	-	2	1	1
Part-Time Assistant Clinics Coordinator	-	-	-	2	1	-
Part-Time Sport Outreach Camp Director	-	-	-	1	1	-
Part-Time Staff Writer/P.R.	-	2	-	-	1	1
Promotions/Publicity/ Marketing Director	-	-	-	1	1	1
Part-Time Promotions	-	-	-	1	1	-
Director of Marketing	-	-	-	1	-	-
Full-Time Non-Titled Positions	-	-	-	-	-	-
Part-Time Non-Titled Positions	-	1	1	-	-	-
'88 Olympic Search	-	-	-	-	-	1
Total # of Full-Time Employees	5	6	6	8	8	6
Total of Part-Time Employees	0	15	11	16	15	13
Volunteers	15	5,000	NFA	7,700	12,000*	NFA

NFA No Figures Available
* For Seniors Games Only

to be listed, documentation was required from at least three sources. It is recognized that some positions may not be included in Table 1. This is attributed in part to the incomplete and discontinuous records kept by the Alberta Games Council.

The following are brief job descriptions for staff positions. Positions which are self-explanatory (i.e. Project Specialist Coordinator), as well as positions which were identified on the payroll and other financial records, but for which no clear job description exists (i.e. Director of Marketing), are not included.

Managing Director

This individual was responsible for the entire range of Alberta Games Council's activities. In this position rested approval of all functions and staff hirings within established policy guidelines. The Managing Director worked with the host communities, zone committees, the provincial government and private industry in all aspects of the publicity, services and the administration and financial operations of the Alberta Games (Alberta Games Council, 1984, Winter Games Rule Book). This individual was accountable to the Games Council Board of Directors of which he himself was a member.

Technical Director

The Technical Director was responsible for all technical aspects of the Games' activities, including Summer, Winter and Senior Games, and Sport Outreach Camps and Clinics. This individual worked closely with provincial sport governing bodies to determine which events were included in the Games and to establish regulations governing all competitions.

Zone Director

In addition to assuming the responsibilities of the zone 1 coordinator, the Zone Director supervised all other zone coordinators. Alberta Games policies and guidelines were passed along to the zone coordinators by this individual. Information moved upwards from the zone level to the level of Managing Director via this office.

Cultural Director

The Cultural Director was responsible for the coordination of the cultural aspects of the Alberta Games Council's program initiatives. This individual worked closely, with provincial and municipal cultural associations, as well as host games' societies, to determine the scope of the cultural program and to establish regulations governing all competitive and exhibition events.

Administrative Assistant/Office Manager

The Administrative Assistant/Office Manager was responsible for the day to day operation of the Alberta Games Council's head office in Calgary. This individual also functioned as the administrative assistant to the Managing Director.

Zone Coordinator

Zone Coordinators were hired on a temporary, full-time contractual basis (approximately 4 to 6 months) to coordinate all zone activities leading up to the Games (ie. local, area and zone playdowns). Once the Sport Outreach program was initiated, they would also be involved in promoting Sport Outreach Clinics and Camps. Zone Coordinators were first hired in October 1979 for the 1980 Winter Games. They

were responsible for the entire range of zone activities including: publicity, in the form of press releases and conferences, radio and television announcements; administration of zone playoffs; and the coordination of transporting the zone finalists to the provincial Games' sites. Zone coordinators worked closely with municipal recreation departments, provincial sport governing bodies, cultural groups, recreation associations, service clubs, the media, and volunteers. Approximately five zone coordinators were hired for each set of Games by the Alberta Games Council. In zones 3 and 6, Calgary and Edmonton respectfully, zone coordinators were hired by the municipal recreation departments as goodwill gestures to the Games movement. The Zone Director was stationed in Lethbridge and served as the zone 1 coordinator in addition to being responsible for the other seven zone coordinators.

Print Press Operator

This individual worked in Calgary, on a part-time basis, and was responsible for the operation of a print press to produce posters, pamphlets and brochures.

Sport Outreach Coordinator

This individual was responsible for the coordination of Sport Outreach Camps and Clinics. The coordinator worked closely with provincial sport governing bodies to bring qualified coaches and instructors to conduct (a) clinics in a variety of sports ranging in duration of one half day to two days; and (b) camps ranging from one to two

weeks in a variety of disciplines. A scholarship program was also offered to assist promising young athletes.

Sport Outreach Camp Director

This individual was responsible for the overall on-site direction of the Sport Outreach Camps. This position was temporary and very short in length (approximately two months).

Promotions/Publicity/Marketing

This individual was responsible for all activities in these areas. Promotional and public relations materials included: weekly news columns, press releases, radio and television announcements, brochures, pamphlets, posters, pins, buttons, sport bags and a variety of other promotional products distributed by the Alberta Games Council. This position was re-titled Director of Support Services during the 1981-82 fiscal year.

Staff Writer/Public Relations

This individual was responsible for the production of a weekly news column, press releases, and radio and television announcements. This individual was employed on a temporary, part-time contractural basis.

An examination of Table 2 (p. 78) reveals significant growth in staff numbers between March 31, 1979 and March 31, 1980. One permanent full-time staff member was added as were fifteen part-time staff members. Although not paid employees, approximately 5,000 individuals

provided volunteer assistance to the Games movement. The number of full-time staff remained relatively constant over the next four years. Only during 1982-1983 was there an increase of full-time staff members. Two full-time staff members were added to bring the total to eight. This number decreased to six during 1983-1984.

The number of part-time staff members decreased by four during 1980-1981 to eleven members. The next year 1981-1982, five part-time staff were added, to bring the total to sixteen. This number decreased to fifteen in 1982-1983 and further decreased to thirteen in 1983-1984. The number of volunteers increased dramatically over the years. There were no data available for the fiscal years 1980-1981 and 1983-1984, but interviews with staff members revealed that the number of volunteers during those years definitely exceeded the previous years (Gibb, 1984; pers. com.; Lederis, 1985, pers. com.). Volunteer efforts were donated by all sectors of the economy and by variously skilled individuals. There is no complete record of goods and services provided to the Games Council over the years, but it is acknowledged by the Council that their program initiatives would not nearly have been as extensive nor successful if it were not for the volunteer assistance they received (Alberta Games Council; 1978-84, Annual Reports).

d. Charter

The Alberta Games Council was primarily a service oriented organization with the responsibility of delivering the Games and related activities to the people of Alberta. The Council was charged with the attendant functions necessary to bring these programs to

fruition. All individuals, thirteen years and older, were eligible to participate in the Games Council's program initiatives. The following is a year by year account of some of the Games Council's major outputs/ services as recorded in the 1978-1984 Annual Reports.

1978 - 1979

The Alberta Games Council was involved in the following activities during 1978-1979.

- Local, regional and zone preliminaries were conducted leading up to the 1979 Summer Games. Thousands of individuals participated in these events organized by Alberta Games Council staff and volunteers.
- A feasibility study was conducted to determine the need for a provincial amateur sport and culture magazine pertaining to the Games.
- An Alberta Games film was produced by ACCESS T.V. with assistance from Alberta Games Council staff.
- News releases, audio visual materials, brochures, buttons, and promotional kits were prepared and distributed by Games Council staff.
- The Alberta Games Council actively recruited corporate sponsors and engaged in a variety of general fund raising activities.

1979 - 1980

The Alberta Games Council was involved in the following activities during 1979-1980.

- Local, regional and zone preliminaries were conducted for the 1979 Summer and the 1980 Winter Games. Over 100,000 individuals participated in these events organized by Alberta Games Council staff and volunteers.
- The Alberta Games Council assisted in the planning and delivery of the 1979 Alberta Summer Games held in St. Albert, August 2-6. These Games attracted 3,651 participants including athletes in Alberta class (13+); invitational class (elite athletes); exhibition class (no medals offered) and special class (for seniors, family and handicapped participants); participants in twenty cultural events; and officials.
- The Alberta Games Council assisted in the planning and delivery of the 1980 Alberta Winter Games in Grande Prairie. These Games attracted 3,300 competitors, including 150 seniors.
- The Alberta Games Council established the "Games in Motion" weekly news column in the summer of 1979.
- The Alberta Games Council established the Sport Outreach Program (Table 2, p. 78). More than three hundred athletes attended clinics, seventy-five athletes attended the sports camps, and seventy-five athletes received scholarships.
- The Alberta Games Council sponsored the coordination of a seminar at the 1980 Winter Games for attending representatives of bidding communities. All aspects of Games' hosting were covered.
- News releases, brochures, buttons and promotional kits were prepared and distributed by Games Council staff.
- The Alberta Games Council actively recruited corporate sponsors and engaged in a variety of fund raising activities.

TABLE 2

Sport Outreach
Participation Statistics
1978 - 1984

Budget Year	1979-80	1980-81	1981-82	1982-83	1983-84	1984-85
Clinics						
Number of Sports	3*	-	19	21	31	35
Number of Communities	15*	-	109	126	141	126[x]
Number of Clinics Held	20*	-	264	329	450*	253[x]
Total Number of Participants	600*	-	8,270+	10,933+	23,227+	8,604[x]
Camps						
Number of Sports	1	-	7	10	23	27
Number of Communities Hosting Camps	1	-	1	5	11	35
Total Number of Participants	75	-	179	344	969	1,112*
Scholarships						
Number of Sports	1	-	7	10	23	27*
Number of Communities Represented by Scholarship Candidates	20*	-	40*	73	106	108*
Number of Participants Aided	75	-	179	228	380	618*

Note: No data available for budget year 1980-81
* denotes an estimate
x summer clinics only

Source: Lederis, Heather. 1984. "Sport Outreach: A Historical Synopsis". A Report Prepared for the Alberta Sport Council, Calgary, Alberta.

1980 - 1981

The Alberta Games Council was involved in the following activities during 1980-1981.

- A host community Operations Manual was developed to assist host community Games' societies bid for and organize a set of Games.
- The Alberta Games Council co-sponsored with Alberta Recreation and Parks a Coaches Congress in Edmonton, November 28-30, 1980. Approximately 450 coaches from across the province attended.
- The Alberta Games Council assisted in the development and the delivery of the first Alberta Seniors Games. They were co-sponsored by the Council and the Alberta Senior Citizens Sport and Recreation Association as a 75th anniversary in 1980. Twenty activities were offered for individuals 55 years and older. Over 15,000 individuals participated at the local, regional and zone levels. The provincial games attracted 800 seniors in Camrose. In addition, there were over 400 participants in cultural events and 3,000 spectators, coaches, officials and media representatives.
- The Alberta Games Council sponsored the Sport Outreach program. No data were available for this budget year.
- News releases, brochures, buttons and other promotional items were prepared and distributed by Games Council staff.
- The Alberta Games Council actively recruited corporate sponsors and engaged in a variety of fund raising activities.

1981 - 1982

The Alberta Games Council was involved in the following activities during 1981-1982.

- The Alberta Games Council produced the Alberta Games Almanac, a magazine updating the Games activities.
- Local, regional and zone preliminaries were conducted leading up to the 1981 Summer and 1982 Winter Games. Nearly 100,000 individuals participated in these events organized by Games Council staff.
- The Alberta Games Council assisted in the delivery of the 1981 Alberta Summer Games in Lethbridge in August. Represented in the Games were 2,285 Alberta class athletes, 1,269 culture participants, and 110 officials. A total of 249 municipalities were represented.
- The Alberta Games Council assisted in the delivery of the 1982 Alberta Winter Games in Lloydminster, February 25-27th. Represented in the Games were 2,125 Alberta class athletes, 127 invitational class athletes, 1,215 participants in cultural events, and 126 officials.
- The Alberta Games Council conducted the Sport Outreach program (Table 2, p. 78). More than 8,270 athletes participated in sport clinics, 179 athletes participated in sport camps, and 179 athletes received sport scholarships.
- News releases, brochures, buttons and assorted promotional items were prepared and distributed by Games Council staff.

- The Games Council actively recruited corporate sponsors and engaged in a variety of fund raising activities including the operation of a lottery booth in Lloydminster.

1982 - 1983

The Alberta Games Council was involved in the following activities during 1982-1983.

- The Alberta Games Council sponsored the Sport Outreach Programs (Table 2, p. 78). Nearly eleven thousand athletes participated in sport clinics, 344 athletes attended sport camps and 228 athletes received sport scholarships.
- The delivery of the second Alberta Senior's Games in Camrose in the summer of 1982 were assisted by Alberta Games Council staff. Approximately 20,000 seniors were involved in local, area and zone playoffs leading up to the provincial Games. One hundred and forty-one communities were represented by 1,546 participants in Camrose.
- News releases, brochures, posters, buttons and assorted promotional items were prepared and distributed by Games Council staff.
- The Games Council actively recruited corporate sponsors and engaged in a variety of fund raising activities. A 'needs' catalogue similar to a 'gift' catalogue was produced for potential corporate donors.

1983 - 1984

The Alberta Games Council was involved in the following activities during 1983-1984.

- The Alberta Games Council conducted Sport Outreach programs (Table 2, p. 78). More than 23,000 athletes participated in sport clinics, 969 athletes attended sport camps, and 380 athletes received sport scholarships.
- Games Council staff produced a technical package for the host community of the 1984 Winter Games.
- Games Council staff assisted in the delivery of local, regional and zone preliminaries leading up to the 1983 Summer and 1984 Winter Games.
- Games Council staff assisted in the delivery of the 1983 Alberta Summer Games in the County of Mountainview, August 11-13th. Approximately 3,500 competitors and 200 officials were involved in 20+ sporting events, demonstration events, and cultural activities.
- The Games Council staff assisted in the delivery of the 1984 Alberta Winter Games in the Crowsnest Pass, February 29 to March 3, 1984. Approximately 3,000 individuals participated in twenty-one sport events and various cultural activities.
- The Alberta Games Council established the '88 Olympic Search Program. This program was designed to promote the nine winter olympic sports. The program included community organized winter sport festivals, Sport Outreach clinics offered in the winter olympic sport disciplines, and the inclusion of the winter

olympic sports in the Winter Games. Sport Outreach clinics were offered in eight Olympic sport disciplines and attracted 4,188 participants from 120 communities (Kankkunen, 1984, pers. com.). Zone playoff participation in the winter olympic sports leading to the 1984 Winter Games totaled 3,285. Six hundred and twenty-nine athletes participated in the winter olympic sport disciplines in the 1984 Winter Games in the Crowsnest Pass.

Between the years 1978 and 1984, the Alberta Games Council was involved in a number of program initiatives: the Summer, Winter and Seniors Games; the Sport Outreach programs; and the '88 Winter Olympic Search Program. The Council was also involved in the Intersport Conferences, a Coaches Congress, fund raising, public relations, and the production of technical packages for host communities. Throughout the years the programs have attracted increasingly larger numbers of participants (Table 2, p. 78 and Appendix C, p. 240).

e. Technology

The Games Council's programming activities were directed toward the general public of Alberta. In many cases there were age and sex restrictions, but these guidelines were established to ensure fair competition, not to exclude participants. There were activities for all to participate in. Beginning with the 1979 Summer Games in St. Albert, events were offered for senior, family and special group participation. Cultural events were also included.

The length of these programs varied from one half day to one year. Sport Outreach clinics were offered on a one half, one, and two

day basis. Camps were conducted over a duration of five days. The actual Summer, Winter and Seniors Games were generally held over a four day period. In 1978 the host community was announced six to eight months prior to the Games. Within a few years, the announcement date preceeded the Games by approximately two years. This offered the Games Council and the host community an extended period of time during which to plan and conduct their activities. Local, area and zone playoffs were begun approximately two to three months prior to the Games and continued up to one week before the Games.

Measured by its number of permanent full-time staff (Table 1, p. 70), the Alberta Games Council was a small organization. Most of its facilities, equipment and supplies were acquired through donations. Technological devices employed by the Games Council were not very sophisticated. These included television, film, radio and written communications, clinics and seminars. Artwork and printing were also required for their brochures, pamphlets and posters. Other than printing larger numbers of more professional looking posters, pamphlets and brochures; sending out more press releases; and acquiring more free public service announcements; activities in this area varied little between the years 1978 and 1984.

In the area of program evaluation, efforts increased between 1978 and 1984. In 1978, personal evaluations, budgets and participation figures were included in the Alberta Games Council Annual Report. Between 1978 and 1980 personal evaluations of most programs were supplied by staff members. By 1980, when zone coordinators were first employed, a larger number of individuals became involved in this

informal evaluation process. Continuing through the 1980s the Alberta Games Council began to evaluate their programs on a more regular basis. In many cases these evaluations were merely dollar and head counts, but at least all of the program areas were being addressed in the Annual Reports. The Games Council did not have a standard form for completion or format for their staff completed evaluations. These evaluations by both staff and the Managing Director were generally in the form of written reports. Participants in the Games Council's programs were often asked to complete a one page questionnaire (beginning approximately 1981) which sought its opinions on how the respective programs were organized.

The technology employed by the Alberta Games Council between 1978 and 1984 was relatively unsophisticated. It was not a feature of the organization's activities to which a great deal of attention was paid. Small, incremental changes occurred throughout this period.

f. Location

During 1978-1979, there was but one permanent Games Council office in downtown Calgary. Five full-time individuals worked out of that office. The same office was also the mailing address for the Board of Directors. The Board of Directors held some of their meetings in Calgary, but often moved throughout the province to accommodate those members not living in Calgary. The top policy-making body, the provincial government, was located in Edmonton, 297 kilometers away. The chief consumers of the Games Council's program initiatives were located throughout the province. In fact, rural areas would become more involved in the Games movement than major urban centres.

In the summer of 1980 the Games Council moved to a new location in downtown Calgary. That same year, two non-adjoining sites became operational. Space was donated by the government in the Provincial Building in Red Deer for one part-time person involved in a number of Games' activities. Within a couple of years this site would become occupied by a full-time staff member. Office support was usually supplied by the provincial government. Space was also donated during the 1979-1980 fiscal year by the University of Lethbridge, Physical Education Department. This office was occupied by one full-time staff member and one part-time office employee.

This situation remained unchanged for the next three years. In 1983 the Lethbridge office moved to the Provincial Building in the same city. Alberta Recreation and Parks donated the office space and some office support. A number of temporary sites were established by the part-time zone coordinators between 1980 and 1984. Community recreation departments would often provide temporary office space to zone coordinators to work out of for four to six months preceeding the Games. These temporary offices and some support services were all donated. The Alberta Games Council had no control over the physical location nor the management of the sites. Therefore, these sites are not, for the purpose of this study, considered Alberta Games Council operating sites.

A review of the Alberta Games Council's operating sites, over the six year period, revealed one permanent site housing approximately 85%-95% of its full-time staff. Two non-adjoining sites, Red Deer and Lethbridge, were occupied respectively by one part-time, later to

become full-time position, and one full-time staff member plus one part-time office employee. The Red Deer and Lethbridge offices coordinated all of their efforts through the Calgary head office. The same type of coordination was also required between the seasonal non-adjoining sites operating throughout the province and the Calgary office. All policy was developed from within this head office. Any deviation from standard procedures required the sanction of the Calgary office and possibly the Board of Directors. The temporary decentralization in locations never affected the centralization of decision making, which rested solely in the hands of Max Gibb and/or the Board of Directors.

g. Resources

The resources examined were human, ideational, financial, and material. The data collecting instrument asked the respondent to list all of these resources available to the Alberta Games Council, and their sources of origin. The data collected were identical to data collected for the environmental dimensions addressed in Part III of the data collecting instrument. The origins of ideational resources available to the Games Council will be presented here, and the human, financial and material resources will be presented in detail under Subproblem B3.

Respondents were not able to describe in detail nor list a total count of contributions in this area. Instead, they were able to list the origins of these resources. The Board of Directors and Games Council staff provided the bulk of the ideational resources. These resources included verbally and non-verbally recorded ideas, opinions

and strategies addressing existing and proposed programs. It was the responsibility of the Board of Directors to ultimately formulate policies for the Games Council. Ideational resources came also from the provincial government, provincial sport governing bodies, private industry, service groups, and individual volunteers.

h. Interdependence

The Alberta Games Council office in Calgary was the principal operating unit of the organization. The Council was accountable only to the Minister of Recreation, Parks and Wildlife (later Recreation and Parks). Its size - five full-time staff members and additional part-time staff - was very small compared to its owning group. Between 1978 and 1984 there were no trade union activities within the Alberta Games Council, nor was the organization a member of a trade association, or employer's federation, a Chamber of Commerce, a research association, a management association, or an educational association.

In order to further measure the Games Council's interdependence with other organizations, scale 18.06 of the data collecting instrument listed all specialisms contracted out during each of the fiscal years examined. A specialism is an activity or service available to the organization by specialists either independent or from within the owning group. A specialism is deemed to have been contracted out if the Alberta Games Council pays, on a contractual basis, an individual or an organization a salary to perform specialized tasks or functions over a finite period of time. It is recognized that possibly not all specialisms may be listed in the following section. Written

documentation of the specialism was necessary for inclusion in this list. Many special services were provided to the Games Council on a volunteer basis, but are not included in this section.

The following are examples of specialisms contracted out for each of the six years under investigation.

1978-1979

- Printing services were acquired for brochures and posters.

1979-1980

- A writer was hired to prepare the "Albert Games in Motion" column. This was a part-time position beginning June and ending August, 1979.
- A writer was employed to prepare the "Alberta Games in Motion" column as well as articles and public service announcements for newspapers, newsletters and magazines. This was a part-time position beginning November, 1979 and ending April, 1980.
- An advertising agency was employed in October, 1979 to prepare logo sheets, letterhead, envelopes, business cards, brochures, posters, rate cards and rule books covers.
- A public relations firm was employed in October, 1979 to develop and produce a letterhead, envelopes, business cards and other promotional items.
- A public relations firm was employed in December, 1979 to develop a new logo, prepare a letterhead, posters and brochures.

- Five part-time zone coordinators were hired in October, 1979 in preparation for the 1980 Winter Games. The contracts covered four to six month periods.
- One part-time cultural director was hired.
- One part-time project coordinator was hired.
- One part-time assistant zone coordinator was hired.
- One part-time stenographer was hired.
- One part-time girl Friday was hired.
- Two part-time secretarial staff were hired.

1980-1981

- Three key note speakers were employed for a three day Coaches Congress held in Edmonton, November 28-30, 1980.
- Five part-time zone coordinators were hired.
- One temporary secretary was hired.
- One project director was hired.
- One individual was hired to coordinate special projects.
- Part-time office help was hired for the Red Deer and Lethbridge offices.
- The services of a press clipping bureau were acquired for the month of April, 1980.

1981-1982

- Five part-time zone coordinators were hired for periods extending four to six months.
- One Sport Outreach Camp Director was hired for two weeks.

- One full-time Sport Outreach Coordinator was hired to work out of the Red Deer office.
- Secretarial services were contracted by the Calgary, Red Deer, Lethbridge and Bonnyville (which was a temporary office for the zone 7 coordinator) offices.
- A clinic (Sport Outreach) coordinator was hired for the periods May-August, 1981, and October-December, 1981.
- An assistant clinic coordinator was hired for the period May-August, 1981.
- An individual was hired to handle promotions during the period May-July, 1981.

1982-1983

- Five zone coordinators were hired for 4 to 6 months.
- Part-time secretarial assistance was contracted by the Red Deer and Lethbridge offices, as well as for the temporary zone coordinator's office in Grande Prairie.
- A part-time Sport Outreach Coordinator was hired by the Calgary office.
- An individual was employed to produce the "Alberta Games Update" newsletter.
- A print press operator was hired by the Calgary office during the months of November to December, 1982, and January to March, 1983.

1983-1984

- Part-time secretarial services were acquired for the Calgary, Red Deer and Lethbridge offices.

- Two part-time clerical workers were hired by the Calgary office.
- A print press operator was hired by the Calgary office for the period April 1, 1983 to December, 1983.
- A part-time Sport Outreach Clinic Coordinator was hired.
- Representatives from provincial sport governing bodies were hired on an honorarium basis to offer specific sport clinics.
- An individual was hired, full-time, to coordinate the '88 Olympic Search program.

Subproblem B2, Structural Dimensions

a. Specialization

Specialization of function was measured. In order for a specialized function to exist at least one person in the organization was required to devote at least one half of their working time to that function. Table 3 (p. 93) presents the data collected for specialization of function. The item numbers listed refer to those items included in the original long form of the data collecting instrument (Pugh & Hickson, 1976). They are included in Table 3 (p. 93) to merely serve as a point of reference. The number of individuals employed by the Alberta Games Council to perform specialized functions increased by approximately 66% (4 1/2 to 7 1/2) between the years 1978 and 1984. Expressed as a percentage of total Games staff the number of staff performing specialized functions was 90% in 1978-1979. This number decreased to 30.95% during 1979-1980 and then grew to 37.5% by 1983-1984.

During the year 1978-1979, the Council employed staff whose functions addressed five of the eleven specialisms listed in the data

TABLE 3

Alberta Games Council
Specialization of Function
1978 - 1984

Item	Specialized Functions	Category of Staff Performing Specialized Functions					
		1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
1.	Developing, legitimizing, symbolizing the organization's charter.	H	H	H	F	F	F
2.	Disposing of and distributing output.	-	F	F	F	F	F
4.	Acquiring and allocating human resources. Hiring staff.	-	-	-	-	-	-
6.	Maintaining human resources.	-	H	H	H	H	H
7.	Maintaining and controlling materials and equipment.	F	F	F	F	F	F
9.	Recording and controlling financial resources.	F	F	F	F	F	F
10.	Controlling workflow.	F	F	F	F	F	F
11.	Controlling quality standards for programs.	F	F	F	F	F	F
13.	Devising new programs, program development.	-	H	H	H	H	H
14.	Developing and operating administrative procedures.	-	-	-	-	H	H
16.	Acquiring information on the operational field.	-	-	-	-	-	-
	Total number of staff addressing specialized functions:	4 1/2	6 1/2	6 1/2	7	7 1/2	7 1/2
	Total number of Alberta Games Council staff:	5	13 1/2	11 1/2	16	15 1/2	12 1/2
	Percent of total staff performing specialized functions:	90%	48.1%	56.52%	43.75%	48.38%	60%

Note: F represents a full-time position, 35 to 40 hours weekly.
H represents a half or part-time position, 17 to 20 hours weekly.

collecting instrument. Four of these individuals worked on a full-time basis, and one on a part-time basis toward the completion of these specialized functions. By the year 1983-1984, nine of the eleven specialized functions were addressed by Games Council staff. Six individuals were employed on a full-time basis and three on a part-time basis. A total of seven and one-half staff members had very specialized functions during 1983-1984, representing 60% of the total Alberta Games Council staff.

A review of the total number of Games Council staff over the six year period was conducted. During 1978-1979, four and one-half of five employees performed highly specialized functions. They may also have performed a number of other functions, but all on a less than part-time basis. During its first year of operation, the Alberta Games Council employed 90% of its staff in highly specialized roles. Throughout the next four years, 43.75%-56.5% of the total staff performed highly specialized functions. By the 1983-1984 fiscal year 60% of the Alberta Games Council staff were employed to perform highly specialized functions.

From 1979-1980 to 1983-1984, there was a steady incremental growth in the number of specialized functions performed by Alberta Games Council staff. The responsibilities of Alberta Games Council staff were few during the 1978-1979 fiscal year. In fact, 1978-1979 was the only year during which a set of Games were not held. The Seniors Games, Sport Outreach Program, and the '88 Olympic Search Program had not yet been established. The five full-time staff members were able to concentrate all of their efforts in a relatively small number of program areas.

During 1978-1979 four and one half staff members addressed five specialized job functions. These included: developing, legitimizing, and symbolizing the organization's charter; maintaining and controlling materials and equipment; recording and controlling financial resources; controlling workflow; and controlling quality standards for programs. These five job functions, in addition to disposing of and distributing output; maintaining human resources; and devising new programs, were addressed by six and one half staff members in 1979-1980. The number and types of specialized job functions, as well as staff members performing these functions, remained unchanged during 1980-1981.

Only one change occurred during 1981-1982. The specialized function of developing, legitimizing, and symbolizing the organization's charter, was assumed by a staff member on a full-time basis. The total number of staff addressing specialized functions was increased from six and one half to seven. During 1982-1983, an additional one half of a staff position addressed a new job function - developing and operating administrative procedures. The number and type of specialized functions, as well as total staff employed to address these functions remained unchanged during 1983-1984.

During 1978-1979, five of the eleven specialized job functions examined in this study were performed by Alberta Games Council staff. This number increased to eight during 1979-1980 and remained unchanged until 1982-1983, when nine specialized job functions were also addressed during the final year under investigation, 1983-1984.

b. Standardization

Overall standardization was examined for the years 1978-1979 to 1983-1984. A procedure was defined as an event that had a regularity of occurrence and was legitimized by the organization. Procedures are standardized when there are roles or definitions that purport to cover all circumstances and to apply invariably. Respondents were required to indicate whether or not there was a standardization of procedures controlling the selection and advancement of the following:

Trade Marks
Participation in Displays and Exhibitions
Catalogues (Games Books; Rules Books)
Organizations of Sporting and Cultural Events
Staff Establishment
Labour Budgets
Staff Recruitment Policy
Provision for Recruitment of Volunteers
Provision for Training of Volunteers/Staff
Provision for Evaluation of Volunteers
Provision for Evaluation of Staff
Ordering (Purchasing) Procedures
Stock Control
Long-term Planning
Inspection (Evaluation) of Overall Organization
Inspection (Evaluation) of Programs
Research and Development
Nomenclature for Comparability of Job Positions
Routing of Files
Data Collection for Statistical Analysis
Market Research

In 1978-1979, there were standardized procedures in only two of the twenty-one areas listed above: the production of catalogues, games books and rules books, and the organization of sporting and cultural events. Standardized procedures for the provision of volunteers as well as ordering (purchasing) procedures were introduced during the 1980-1981 fiscal year. During the 1983-1984 fiscal year standardized procedures were employed for the utilization of trademarks, participation in displays and exhibitions, the routing of files, data collection for statistical analysis, and market research.

TABLE 4

Standardized Procedures of the Alberta Games Council 1978 - 1984

Standardized Procedure	Year in which procedure was introduced
Production of catalogues, games books and rules books	1978 - 1979
Organization of sporting and cultural events	1978 - 1979
Recruitment of volunteers	1980 - 1981
Ordering (purchasing) procedures	1980 - 1981
Utilization of trademarks	1983 - 1984
Participation in displays and exhibitions	1983 - 1984
Routing of files	1983 - 1984
Data collection for statistical analysis	1983 - 1984
Market research	1983 - 1984
Total number of standardized procedures: 9	

Table 4 (p. 97) outlines the number of standardized procedures which grew from two in 1978-1979 to four in 1980-1981 and finally to nine in 1983-1984, representing an overall increase of 350% over the six years. Most of the staff's activities were governed by casual, non-documented procedures. Except for the Games, the Sport Outreach program and assorted fund raising and promotional activities, many of the other Games Council initiatives did not occur on a regular, long term basis. Thus, there were few documented standardized procedures for the staff to comply with.

c. Formalization

Overall formalization was measured for the years 1978 to 1984. The degree of formalization was measured by the number of specific rule-defining documents which existed in the organization, and in some cases, the extent of their application for distribution. Table 5 (p. 98) represents the responses obtained by the data collecting instrument.

Only slight changes occurred with respect to the formalization of the Alberta Games Council. The number of information booklets available to the staff increased from two to three during 1983-1984. During 1983-1984, department heads (directors) were given organization charts and all Alberta Games staff positions were given job descriptions. Finally, an increase in the number of written policies occurred during the last three years.

The Alberta Games Council staff generally functioned on a casual basis. There were more unwritten, as opposed to "carved in stone,"

TABLE 5

Alberta Games Council
Overall Formalization
1978 - 1984

Role Defining Documents	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
1. Information booklets given to:	Some Employees	Some Employees	Some Employees	Some Employees	Some Employees	Some Employees
2. Number of information books:	2	2	2	2	2	2
3. Organization chart given to:	Chief Executive	Chief Executive	Chief Executive	Chief Executive	Chief Executive	Chief Executive and all/most department heads.
4. Written operating instructions:	Some	Many	Many	Many	Many	Many
5. Written terms of reference or job descriptions:	Chief Executive	Chief Executive	Chief Executive	Chief Executive	Chief Executive	All Alberta Games Staff
6. Manual of procedures:	No	Yes	Yes	Yes	Yes	Yes
7. Written policies:	Some	Some	Some	Many	Many	Many
8. Workflow/production schedule(s):	None	None	None	None	None	None
9. Written research programs/reports:	None	None	None	None	None	None

*Some refers to two to four
**Many refers to five and more

codes of behavior. The Managing Director (Chief Executive) was never further than a phone call away from his staff, and all staff interacted freely with one another.

d. Centralization

Centralization of authority was examined for the years 1978 to 1984. An organization is said to lack autonomy if decisions are taken at a level of authority outside of the organization's own structure. Table 6 (p. 101) represents the levels of authority on which a variety of decisions were made between 1978 and 1984 inclusive. With relatively few exceptions, all decision making authority rested in the position of Managing Director. The Board of Directors made decisions regarding the disbursements of unallocated funds on both capital and revenue items. The Minister's office was responsible for the appointment of supervisory staff from outside the organization. With respect to decision making, the Alberta Games Council was highly centralized throughout its six year history.

Table 6 (p. 101) represents the levels at which decision making authority rested for twenty-two major decision areas. Respondents completing the information and data quantification schedules were asked to indicate the lowest level at which decision making authority rested for each of the decisions for each of the six years under investigation. Each decision was assigned a score from zero (representing the operator level) to five (representing the ministerial level). At least two completed schedules were examined for each of the six years under investigation. For each of the twenty-two decision areas the

TABLE 6

Alberta Games Council
Centralization of Authority
1978 - 1984

Method of Scoring: Scoring for the lowest points circled in the interview schedule was as follows.

Levels:

Above Chief Executive level, e.g. Minister's Office	5
Whole Unit, e.g. Board of Directors	4
All Workflow Activities, e.g. Managing Director	3
Workflow Subunit, e.g. Zone and Technical Directors	2
Supervisor, such a position did not exist	1
Operator, e.g. Zone Coordinators, office personnel	0

Decisions	Level of Decision Making Authority					
	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
1. Supervisory establishment.	3	3	3	3	3	3
2. Appointment of supervisory staff from outside the organization.	5	5	5	5	5	3*
3. Promotion of supervisory staff.	3	3	3	3	3	3
4. Salaries of supervisory staff.	5	3	3	3	3	3
5. To spend unbudgeted or unallocated money on capital items.	5	4	4	4	4	5
6. To spend unbudgeted or unallocated money on revenue items.	5	4	4	4	4	4
7. What type, or what brand, new equipment is to be used.	3	3	3	3	3	3
8. To determine a new product or service.	3	3	3	3	3	4
9. To determine marketing territories covered.	3	3	3	3	3	4
10. The extent and type of market to be aimed for.	3	3	3	3	3	4
11. What shall be costed.	3	3	3	3	3	3

TABLE 6 (continued)

Decisions	Level of Decision Making Authority 1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
12. What shall be inspected.	3	3	3	3	3	3
13. What operations shall be work studied.	3	3	3	3	3	3
14. Dismiss a supervisor.	5	3	3	3	3	3
15. Training methods to be used.	3	3	3	3	3	3
16. Buying procedures.	3	3	3	3	3	3
17. What supplies or materials are to be used.	3	3	3	3	3	0-2
18. The price of the output.	3	3	3	3	3	3
19. To alter responsibilities/ areas of work of specialist departments.	3	3	3	3	3	3
20. To alter responsibilities/ areas of work of line departments.	3	3	3	3	3	3
21. To create a new department.	3	3	3	3	3	4
22. To create a new job.	3	3	3	3	3	3
Total Score:	76	70	70	70	70	70
**Average of Total Score:	3.45	3.18	3.18	3.18	3.18	3.18

* Denotes necessary ratification by the Board of Directors.

** Represents the average level at which decision making ability rested.

scores were totaled and divided by the number of schedules examined to produce an average score. These averages of the total scores are presented in the yearly columns in Table 6 (p. 101).

For example, decision seven was concerned with the selection of new equipment. Examination of three completed schedules for the year 1978-1979 revealed all respondents believed that decision making authority rested at the level of the managing director, represented by a score of three. The three scores were totaled to produce a score of nine, then divided by the number of completed schedules (three) to produce an average score of three.

In order to examine overall centralization of authority the average scores for each of the twenty-two decisions were totaled for each year and then divided by twenty-two to produce a score representing the average level at which authority rested. The total of all twenty-two scores for the year 1978-1979 was seventy-six. This total was then divided by twenty-two to produce an average centralization of authority score of 3.45. This score indicated that overall authority rested nearly midway between the levels of managing director (3) and board of directors (4).

Three major changes occurred between year one (1978-1979) and year two (1979-1980). The ability to determine salaries of supervisory staff (decision #4) was transferred from the ministerial level to the level of the managing director. Authority to spend unbudgeted and unallocated money on both capital and revenue items (decisions #5 and #6) was transferred from the ministerial level to the level of board of directors. These transfers of authority are reflected in a lower

total score (70) for the twenty-two decisions. The average of this total score was 3.18 indicating that overall centralization of authority was moving closer toward the level of the managing director.

The average overall centralization of authority scores remained unchanged for the years 1980-1981, 1981-1982 and 1982-1983. Several changes occurred during 1983-1984, yet the total (70) and average (3.18) scores remained the same as the previous years. During this final year the managing director assumed responsibility for the appointment of supervisory staff from outside the organization (decision #2). The minister' office assumed responsibility, which had previously rested with the board of directors, to spend unbudgeted or unallocated money on revenue items (decision #5). The board of directors assumed responsibility, which had previously rested with the managing director, to determine a new product or service, to determine marketing territories, and to determine the extent and type of market to be aimed for (decisions #8, 9, and 10). Responsibility for decisions concerning the selection of supplies and materials (decision #17) was assigned to the operator level. Finally, the board of directors assumed responsibility for the creation of new departments (decision #21). This responsibility previously rested at the level of the managing director.

e. Configuration

Data were collected to determine the configuration of the structure of the Alberta Games Council between the years 1978-1984 inclusive. Table 7 (p. 105) presents the type and number of staff positions. During the year 1978-1979 one staff member (the managing

TABLE 7

Alberta Games Council
Categories and Number of Staff Positions
1978 - 1984

Category of Staff Positions	Number of Staff Positions					
	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Supervisory positions (including some direct work on the outputs)	1	2	2	2	2	2
Direct workers (with no supervisory responsibilities)	4	9 1/2	7	10	11	8
Clerical Workers	0	2	2 1/2	4	2 1/2	2 1/2
Total number of staff (part-time counted as 1/2 position)	5	13 1/2	11 1/2	16	15 1/2	12 1/2

director) was employed in a supervisory capacity yet also worked directly in the delivery of programs. An additional supervisory position, occupied by the zone director, was added in 1979-1980. These would remain the only two supervisory positions for the remaining four years (1980-1981 to 1983-1984). This represented an overall increase of 100% of supervisory positions.

The number of direct workers, with no supervisory responsibilities, changed dramatically over time. Zone coordinators, sport outreach workers, and promotions and marketing directors represented this level of direct workers. During 1978-1979, four individuals were employed as direct workers. This number grew to nine and one half in 1979-1980 representing an increase of 166.7%. The number of direct workers decreased to seven in the year 1980-1981, increased to ten in

1981-1982 (an increase of 42.8%), eleven in 1982-1983, and finally decreased to eight in 1983-1984. The greatest increases in numbers of direct workers occurred in 1979-1980 and 1981-1982. In 1983-1984 the number of direct workers (eight) represented an overall increase of 100% from year one (1978-1979).

No clerical workers were employed in 1978-1979. Clerical workers represent office support staff such as typists and receptionists. Two clerical workers were employed in 1979-1980. This number increased to two and one half in 1980-1981 and to four in 1981-1982. The number of clerical workers decreased to two and one half in 1982-1983 and remained the same for 1983-1984. The years 1979-1980 and 1981-1982 represented the years of greatest growth in numbers of clerical workers as well as total staff members (Table 1, p. 70).

The total number of positions in year one (1978-1979) was five. This total grew dramatically to thirteen and one half in 1979-1980, an increase of 170%. The total decreased in 1980-1981 to eleven and one half positions, and grew again to sixteen positions in 1981-1982, an increase of almost 40%. The total number of positions decreased by one half position to fifteen and one half in 1982-1983, and by another three positions the following year to twelve and one half in 1983-1984.

All three types of staff positions as well as the total number of staff increased dramatically in the year 1979-1980. Both the number of direct workers and clerical workers and the total number of staff increased significantly in the year 1981-1982. These two years, 1979-1980 and 1981-1982 represent substantial growth years for the Alberta Games Council. The number of direct workers and total staff decreased in 1980-1981 (26.31% and 14.81% respectively) and 1983-1984 (27.32% and 19.37% respectively).

No set of Games was held in 1978-1979, the first year the Council operated as a crown corporation. Winter and Summer Games were held the next year, 1979-1980, and may have been responsible for the increased staff. The overall decrease of two staff positions the following year (1980-1981) may have resulted from a consolidation of job responsibilities. Summer and Winter Games were held in 1981-1982 during which the overal staff increased by 40%. By 1982-1983, the year during which the Seniors Games were held, the total number of staff decreased by one half. A major decrease in total staff occurred in 1983-1984. Both Summer and Winter Games were held that year. The Alberta Games Council was well aware of forthcoming changes in legislation as early as spring, 1983. The Alberta Games Council Amendment Act received royal assent during the fall, 1983 sitting of the legislature, and would become effective April 1, 1984. There may have been a hesitancy, on the part of the Council, toward increasing the total number of staff for the 1983-1984 fiscal year. A new mandate and possible reorganization was anticipated (Lederis, 1985, pers. com.).

Table 8 (p. 108) represents the chief executive's span of control from 1978 to 1984. Span of control represents the number of subordinates reporting directly to the chief executive. The chief executive of the Alberta Games Council was the Managing Director. Organization charts were examined for the fiscal years 1978-1979 to 1983-1984 and the data are included in Table 8 (p. 108).

Four full time staff reported to the Managing Director in 1978-1979. These five individuals represented the entire Games Council staff for year one. The number of reporting subordinates increased to

TABLE 8

Alberta Games Council
Chief Executive's Span of Control
1978 - 1984

Year	Number of Reporting Subordinates
1978-1979	4
1979-1980	7 1/2
1980-1981	5
1981-1982	5
1982-1983	6
1983-1984	4

seven and one half in 1979-1980. Five staff members reported to the Managing Director during 1980-1981 and 1981-1982. This number increased to six in 1982-1983 and decreased to four in 1983-1984.

The greatest number of subordinates (7 1/2) reported to the Managing Director in year two, 1979-1980. This represented an increase of 87.5% over the previous year. This increase in reporting subordinates is consistent with the increase in total staff from year one to year two. There were five full-time staff members in 1978-1979 and thirteen and one half staff members in 1979-1980. Some staff reported to the Zone and Technical Directors but most reported directly to the Managing Director. The number of reporting subordinates ranged between four and six for the remaining four years (1980-1984). This may have been the result of increased responsibilities assumed by Technical, Zone and Cultural Directors.

The vertical span of the Alberta Games Council was measured for the years 1978-1979 to 1983-1984. Vertical span refers to the number of job levels between the direct worker and the chief executive (the Managing Director), counting both the direct worker and the chief

executive, but excluding secretaries. The Alberta Games Council's organization charts were examined for the years 1978-1979 and 1983-1984 and the data are presented in Table 9.

TABLE 9

Alberta Games Council
Vertical Span of Control
1978 - 1984

Year	Vertical Span of Control
1978-1979	2
1979-1980	3
1980-1981	3
1981-1982	3
1982-1983	3
1983-1984	3

The vertical span of control for 1978-1979 represented two job levels. Included on one level was the Managing Director, and on the other level, his four subordinates or direct workers. His vertical span of control increased to three the following year (1979-1980) and remained the same for five years (1979-1980 to 1983-1984). This change in vertical span may have resulted from the assumption of increased subordinate supervision by Zone, Technical and Cultural Directors.

The vertical span of control increased slightly (from two to three) between the 1978-1979 and 1979-1980 years and then remained the same throughout the history of the Alberta Games Council (1979-1984). Zone coordinators, sport outreach workers, and other part-time personnel reported to the Zone, Technical, Cultural and Special Projects Directors, who in turn reported to the Managing Director. The vertical span of control represents only formal reporting relationships. The

Managing Director made himself available to all staff members and often received first hand information/reports from the lowest level of staff members. On a casual and informal basis, the vertical span of control was often two, representing the Managing Director and the operator.

This short vertical span of control allowed communications to be conducted freely and swiftly between the three levels of staff. This exchange of information kept the Managing Director aware of all of the organization's activities, which in turn facilitated his decision making ability. The Managing Director thus had both the ability and the authority to make decisions and act upon them quickly. This greatly enhanced the flexibility of the organization. Max Gibb likened this flexibility to "staying just one step ahead of the next fire" (Gibb, 1984, pers. com.).

Subproblem B3: Environmental Dimensions

Five environmental dimensions, on both an input and an output basis, were examined for the years 1978-1984 inclusive. The data collected for these environmental dimensions on the input basis were identical to the data collected under the contextual dimension of resources. No data were presented for this contextual dimension under Subproblem B1. The reader was referred to Subproblem B3 (p. 110) for a list of all incoming resources, and their sources of supply, for the years 1978 to 1984 inclusive. Data are presented in this section for each of the five dimensions: technology/patents; constraints on decisions; capital/profits; staff or personnel; and raw materials/finished products or services.

Part III of the data collecting instrument sought information about organizations which provided certain resources, as well as organizations which consumed or competed for those resources. Questions A of the data collecting instrument directed the respondent to list all organizations which provided a certain resource within a pre-determined fiscal year. Questions B of the data collecting instrument directed the respondent to list all organizations which consumed the certain resource (having already passed through the Alberta Games Council's hands) or competed for that same resource. With respect to the first two environmental dimensions, technology/patents and constraints on decisions, question B of the data collecting instrument was found to be not applicable.

The following data are presented in the order in which it was addressed in the data collecting instrument. For each dimension, a list of resources is presented on both an input and an output basis for the fiscal years beginning 1978-1979 and ending 1983-1984. These lists were dependent upon the availability of the data. Written documentation of the data was a prerequisite for inclusion in the following lists. The data obtained from historical documents (ie. annual reports, fiscal reports, balance sheets) ranged from incomplete to very detailed. Quantities of resources provided and/or consumed are listed on an intermittent basis, according to the availability of the data.

a. Technology/Patents

i. Organizations which provided technology to the Alberta Games Council, 1978-1984

The following are examples of some of the types of organizations which provided technology to the Alberta Games Council from 1978 to 1984 inclusive.

Alberta Government, Departments of Culture, Recreation, Parks and Wildlife and Recreation and Parks
Past Host Games Societies
Present Host Games Societies
Host Communities
Municipal Recreation Departments
Service Groups
Sport Associations
Recreation Associations
Cultural Associations
Media
Private Sector

There was an increasing level of participation on the part of the above listed organizations. No completed documentation of the number of organizations within each category, nor the type or extent of their contribution exists. With respect to the Alberta government, their contributions were made through their staff who worked with the Alberta Games staff and provincial sport governing bodies. Past Host Games Societies consisted of community members responsible for organizing the Games in their respective communities. They were formed as non-profit societies six months to two years prior to the Games. Although most of these societies ceased to function once their respective Games were held, some continued to function on the behalf of sport and recreation in their communities (ie. the Lloydminster Host Games Society assumed operation of the Western Canada Lottery booth in the Lloydminster Mall for the purpose of raising funds for the development of sport and recreation in their community). Past Host Games Societies contributed toward the development of a technical manual for future Host Games Societies.

Host Game Society members presently working toward the organization of their Games offered expertise in a variety of areas essential to Games management (ie. transportation; compilation and presentation

of results; utilization of equipment). Municipal recreation departments contributed manpower and funds to design, print and distribute flyers, posters and brochures advertising Alberta Games activities. They issued press releases and worked closely with all types of media in promoting the Games. These departments often provided, free of charge, the use of equipment and facilities to host local Games activities, as well as office space and equipment to zone coordinators for the duration of their appointment. They also made their staff available to zone coordinators for consultation on a variety of issues.

Service groups (ie. Kinsmen), sport, recreation and cultural associations, the media, and various organizations from the private sector all contributed their services to the Games Council. ACCESS TV in Edmonton produced a Games film (1979-1980); the Kinsmen were involved in organizing and providing transportation on Games sites. Host communities were often involved in upgrading and constructing new facilities. Sport, recreation and cultural associations worked with Games staff to determine which events would be included in Games, and exactly how they would be organized. A wide range of private enterprises donated their expertise to the Alberta Games Council. Their efforts were in the areas of: marketing; promotions; law; accounting and fund raising.

Many organizations provided technological assistance to the Alberta Games Council between 1978 and 1984. Most of these contributions were on a volunteer basis. Interviews with past Alberta Games staff (Gibb, 1984, pers. com.; Lederis, 1985, pers. com.) revealed that these contributions increased throughout the six year period. Unfortunately, no complete records exist of the totality of these contributions.

ii. Organizations which competed against the Alberta Games Council for technology/patents, 1978-1984

Neither respondents who completed the data collecting instrument nor individuals who were interviewed identified any organizations which competed against the Alberta Games Council for technology or patents.

b. Constraints on Decisions

i. Organizations which provided constraints on Alberta Games Council's decisions, 1978-1984

The following are examples of some of the types of organizations which provided constraints on the Alberta Games Council decision making ability.

Alberta Government, Departments of Recreation, Parks and Wildlife and Recreation and Parks
Western Canada Lottery - Alberta Division
Host Municipalities
Provincial Sport Governing Bodies

The Alberta Games Council was a crown corporation responsible to the Minister of Recreation, Parks and Wildlife (name later changed in 1979 to the Department of Recreation and Parks). The Games Council was free to operate within its mandate with little interference from the Minister's office. Approximately one third of the Council's funding was provided by the provincial government. Accompanying these funds were provisos that certain monies would be applied toward specific expenditures (ie. administration grants were to be directed to the Host Games Society to cover expenses incurred in the administration of the Games). This predetermined distribution of part of the Games

Council's funding was the result of established policy, and as such was viewed by the Council as a direct constraint on its decision making ability.

A similar situation existed between the Alberta Games Council and the Western Canada Lottery - Alberta Division. The Western Canada Lottery also provided the Games Council with approximately one third of its funding. As in the case with provincial government funding, these grants also carried certain stipulations. One restriction applied to the host community cultural grants. These grants were given to the Games Council to be directed to the host communities and applied toward expenses incurred in developing and hosting cultural events. These restrictions were also viewed as direct constraints on the Council's decision making ability with respect to its disbursement of funds.

Host municipalities also influenced the decisions made by the Alberta Games Council. The degree to which a municpality was able to exceed the minimum housing requirements for participating athletes affected the addition of extra athletes to class events, as well as cultural and exhibition events. Careful consideration had always been given to the selection of athletes accommodations, especially for the Seniors Games. The first three Seniors Games (1980, 1982, 1984) were held in Camrose which could accommodate a maximum of nine hundred participants. As a result, each of the eight participating zones in Alberta were able to send fewer athletes to the Seniors Games than to the Summer or Winter Games (see Appendix C, p. 240). The Games Council outlined these restrictions in the Seniors Games Rulebooks (1980, 1982, 1984).

The Alberta Games Council's staff worked closely with provincial sport governing bodies in establishing the types of events, age categories, and eligibility requirements for participation in the Games and the Sport Outreach Program. This cooperative effort was of benefit to all concerned. The Council was able to draw upon the technical expertise of these groups in establishing minimum standards for participation, facilities and equipment. They also enlisted the assistance of these groups to promote the games movement by attracting participation from their members. Provincial sport governing bodies benefited by having their sports included on the Games agenda. Increased participation, and possibly greater provincial government funding could be expected from such an elevation of profile.

ii. Organizations which competed with the Alberta Games Council for decision freedom, 1978-1984

Neither the respondents who completed the data collecting instrument nor the individuals who were interviewed identified any organizations which competed with the Alberta Games Council for decision freedom.

c. Capital/Profits

i. Organizations which provided capital/profits to the Alberta Games Council between 1978 and 1984

The Alberta Games Council received funding from three major sources. The provincial government grant was applied to the Council's administrative expenditures. Part of the funding was transferred as a

support grant to the host community Games Societies. Funding received from the Western Canada Lottery - Alberta Division was used to support the Council's program initiatives as well as subsidize the transportation costs of athletes to the Games. This would ensure equal opportunity for all communities to be represented in the provincial Games (Alberta Games Council, 1983 Annual Report). A portion of this funding was also passed on to the host community Games Societies (ie. cultural grants). Finally, funding was also obtained in the form of donations from the private sector. These funds were applied toward programming initiatives.

Examination of the 1983 Western Canada Lottery - Alberta Division Annual Report, the Alberta Games Council's Annual Reports (1978-1984) and Policy Statements (1978-1984) revealed additional sources of funding. Table 10 (p. 118) represents an incomplete list of financial support provided to the Alberta Games Council between 1978 and 1984. The list is certainly not all inclusive with respect to organizations providing financial support nor the extent of their support. Several of the yearly Alberta Games Council historical records included lists of total dollars donated and total goods and services donated. Lists of donors were also included, but it was not consistently possible to correctly determine the value or origins of all individual donations. Table 10 (p. 118) is included in this study because it is fairly representative of the sources of financial support received by the Alberta Games Council.

Due to the incompleteness of the data represented in Table 10 (p. 118), it is with great reservation that any general statements are made. The level of provincial government support increased over the

TABLE 10

Sources of Financial Support
to the Alberta Games Council
1978 - 1984

Sources	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Alberta, Departments of Recreation, Parks and Wildlife (1978-1979), Recreation and Parks (1979-1984)	$127,400	$421,331	$342,952	$356,532	$572,300	$582,638
Alberta Culture	30,000	NFA	NFA	NFA	NFA	NFA
Private Sector "Friends of the Games"	75,292	102,864	11,635	323,027	45,313*	100,000
Western Canada Lottery - Alberta Division	76,881	387,500	577,825	549,075	542,499	620,000+
Special Projects sponsored by A.G.C. and Host Games Societies	NFA	21,750	NFA	NFA	49,682	103,584
75th Anniversary Commission	NA	NA	93,974	NA	NA	NA
City of Edmonton	Provided salaries for all Zone 6 Games Coordinators					
City of Calgary	Provided salaries for all Zone 3 Games Coordinators					
Host Communities	NA	NFA	NFA	NFA	NFA	Mountainv County $316,000
School Districts	NA	NFA	NFA	NFA	NFA	Mountainv School Di: $50,000

Note: * denotes Seniors Games only; + denotes estimate
NA = Not Applicable
NFA = No Figures Available

the years, as did support from the Western Canada Lottery - Alberta Division and private enterprise. Contributions from the cities of Edmonton and Calgary increased, as the salary level for recreation professionals increased. Both of these municipalities provided salaries for their respective zone coordinators. The Alberta Games Council and the host communities were involved in an increasing number of special projects to raise funds. The Council opened a Western Canada Lottery Booth in the Lloydminster Mall in the fall of 1981 to raise funds for the 1982 Winter Games. The Lloydminster Host Games Society subsequently assumed the operation of the lottery booth (in 1982) as an ongoing source of revenue to promote the development of sport, recreation and culture in its community. The Council consistently earned advertising dollars throughout this period. The Crownest Pass Games Society hosted a telethon and an 'adopt-an-athlete' program to raise funds for the 1984 Winter Games.

ii. Organizations which received funding from the Alberta Games Council between 1978 and 1984

The Host Games societies were the major recipients of funding from the Alberta Games Council. A portion of the funds received by the Alberta Games Council from both the provincial government and the Western Canada Lottery - Alberta Division were directed to the host communities to help defray their administrative costs, as well as the costs incurred in hosting a cultural program during the Games. The host communities also received legacy grants to be applied toward the development of sport, recreation and culture in their communities.

Through these legacy grants, a large number of local organizations benefited. Lethbridge hosted the 1981 Summer Games. Among the recipients of funding from its legacy grant were the Lethbridge Allied Sports Council, Lethbridge Arts Council, the University of Lethbridge, Lethbridge Community College and several other local schools.

Host communities were obligated to direct donations received from the private sector to the Games Council office in Calgary to be processed as tax deductible donations. The funds were then redirected to the Host Games Societies and were not reflected in the Alberta Games Council's Fiscal reports. The Alberta Senior Citizens Sport and Recreation Association received funds from the Games Council to be applied toward the organization of the Seniors Games. The Games Council also provided funding toward the organization of the provincial Intersport Conferences. These conferences were hosted by Alberta Recreation and Parks to address the issues of sport development in Alberta. Additionally, provincial sport governing bodies and provincial and local sport associations benefitted by having their member athletes receive scholarship grants from the Alberta Games Council through its Sport Outreach Scholarship program.

d. Staff/Personnel

i. Organizations which provided staff or personnel to the Alberta Games Council from 1978 to 1984

The Alberta Games Council employed approximately five to eight full-time staff members and never more than sixteen part-time staff members. A number of short-term services were also acquired on a

part-time contractual basis. Staff members were acquired from the general public and possessed the necessary qualifications and experience to carry out their assigned responsibilities. All other human resources were provided to the Alberta Games Council on a volunteer basis. These volunteers represented a wide range of organizations.

The private sector played an important role in providing human resources to the Alberta Games Council. Nearly all of the members of the Board of Directors possessed extensive work histories in the private sector. The skills and expertise lent to the Games Council were no doubt sharpened and influenced by activities in the private sector. Individuals from the private sector also held positions on the Host Games Societies Board of Directors, as well as assisted in the planning and administration of local, area and zone playoffs. Other contributing organizations included: service organizations (ie. Kinsmen); educational institutions; senior citizen's organizations; provincial sport governing bodies; and various sport, recreation and cultural organizations.

Assistance from educational institutions ranged from the appointment, from the University of Alberta, Physical Education Department, of a staff member to serve as provincial advisor for modified events, to a local college in Lloydminster lending the services of its employees to help construct the dining room facilities. Senior citizens were actively involved in the Games movement. The first Seniors Games were held in August 1980, but earlier Summer and Winter Games had included events for seniors. A provincial seniors advisor was appointed in 1979 to act as a representative for all

Alberta seniors between the Alberta Council on Aging, senior citizen's clubs, and the appointed senior zone representatives to promote and encourage senior involvement in the 1980 Alberta Winter Games (Alberta Games Council, 1980 Annual Report).

The Alberta Senior Citizens Sport and Recreation Association was incorporated on January 31, 1980 to act as a provincial voice for seniors (55+) in promoting sport and recreation development. This group worked in cooperation with the Alberta Games Council to originate the 60+ age categories in the Alberta Summer and Winter Games, as well as to organize the first Alberta Seniors Games in 1980. The Alberta Senior Citizens Sport and Recreation Association continued in the capacity of co-sponsor with the Alberta Games Council of the 1982 and 1984 Alberta Seniors Games (Alberta Senior Citizens Sport and Recreation Association, 1982). A local senior citizens group operated the dining centre at the Lloydminster Games serving meals to 3,600 participants. Local seniors also manned the Western Canada Lottery booth at Lloydminster.

Volunteers from provincial sport governing bodies worked with the Alberta Games Council and the Host Game Soceities on all technical aspects of the Games. These individuals assisted the Games coordinators in the organization of local, area and zone playoffs. Instructors for Sport Outreach clinics and camps were obtained by the Council from the provincial sport governing bodies. A small honorarium was usually provided by the Council to a clinic or camp instructor. Various sport, recreation and cultural associations (not recognized by the provincial government as provincial sport governing bodies) also provided volunteer assistance to the Games movement.

The public sector was represented by both the provincial and the municipal governments. The Minister appointed a representative from his office to sit on the Alberta Games Council Board of Directors. From the Department of Recreation, Parks and Wildlife, and later Recreation and Parks, the Games Council received consultative services. The cities of Edmonton and Calgary provided zone coordinators either from within or without their offices for all Summer, Winter and Seniors Games. Municipalities throughout the province assisted Host Games Societies and zone coordinators.

The Alberta Games Council has no complete record of these volunteer efforts but the staff have indicated through interviews that these contributions increased dramatically over the years (Barnett, 1984; Caves, 1984; Gibb, 1984). Had such not been the case, it would have been impossible for the Games movement to experience the growth it did (Table 2, p. 78; Appendix C, p. 240).

ii. Organizations which competed with the Alberta Games Council for staff or personnel from 1978 to 1984

Provincial sport governing bodies; sport, recreation and cultural organizations; service organizations; and various non-profit groups all competed with the Alberta Games Council for both volunteer and non-volunteer human resources. These volunteer resources included all individual volunteer efforts to the Alberta Games Council as well as staff members.

e. Raw Materials, Finished Products and Services

i. Organizations which provided raw materials, finished products and services to the Alberta Games Council between 1978 and 1984

A large number of organizations provided raw materials, finished products and services to the Alberta Games Council almost entirely on a donation and volunteer basis. Raw materials included such items as art supplies, food and beverages. Sport bags, t-shirts and assorted athletic supplies were among finished products donated to the Alberta Games Council. Examples of donated services include the free use of photocopying machines and reception rooms. Several transportation companies provided, free of charge, the transport of Alberta Games Council equipment and supplies to and from various sites across the province.

The Council's Annual Reports (1978-1984) and donations files (1978-1984) were examined and a partial list of these donors is presented. Due to the incompleteness of the records, the following yearly lists should be viewed as examples of the types of organizations which provided assistance to the Alberta Games Council in these areas. Data is presented for each fiscal year. Where available, an example of the type and extent of the contribution is included in the following lists. Although not reflected in the following lists, contributions of both goods and services increased dramatically between 1978 and 1984 (Caves, 1984, pers. com.; Gibb, pers. com.).

1978 - 1979

- Alberta, Department of Recreation, Parks and Wildlife donated the use of the R.I.T.E. line, as well as consultative services.
- Alberta Culture provided consultative services.
- Private enterprises contributed goods and services valued at approximately $105,878.00 to the Alberta Games Council.
- Host Games Societies and municipalities throughout the province donated goods and services to the Alberta Games movement.
- Educational Institutions donated the use of their facilities to host Alberta Games events as well as to house athletes during the provincial games.
- Service groups such as the Kinsmen, donated a host of services, most notably in the area of transportation.
- Chambers of Commerce personnel, especially at the zone level, provided a variety of services to Host Games Societies.
- Various media groups from across the province reported on the Alberta Games movement, providing essential publicity.

1979 - 1980

- Alberta Recreation and Parks donated the use of the R.I.T.E. line, as well as consultative services.
- Alberta Culture provided consultative services.
- Western Canada Lottery - Alberta Division provided, on a cost-sharing basis with each zone, either t-shirts or shell jackets to participants in the 1979 Summer and 1980 Winter Games.

- Private enterprise donated goods and services valued at approximately $502,000.00 to the Alberta Games Council.
- Host Games Societies and municipalities throughout the province developed new and upgraded existing facilities for use during the Games. The city of St. Albert constructed a track for the 1979 Summer Games. Municipal support from throughout the province included the use of facilities and equipment for sport and cultural events for both the Games and the Sport Outreach Program (Alberta Games Council, 1980 Annual Report: 16). Additionally, municipal recreation departments provided office space and materials to zone coordinators.
- Educational Institutions donated the use of their facilities to host Alberta Games events as well as to house athletes during the provincial games.
- Service groups such as the Alberta Kinsmen provided a number of support services aiding the delivery of the Games both on a zone and provincial level.
- Chambers of Commerce provided support services.
- The media provided extensive free publicity for the Alberta Games Council. Radio and television personnel were contacted regularly to run prepared public service messages designed to encourage participation in zone playoffs. The 1979 Summer and 1980 Winter Games were televised by several networks. Capital Cable Television from Edmonton initiated joint coverage of the Games with several cable television companies. Newspapers printed the Games Column. More than three hundred representatives of the

media registered in St. Albert (1979) and Grande Prairie (1980). Many other media representatives from across the province contacted Games organizers for details and results. An extensive survey on print media coverage after the 1980 Winter Games revealed that ninety percent of the weekly and daily newspapers surveyed had printed information about zone playoffs, the Winter Games, or the Alberta Games Council (Alberta Games Council, 1980 Annual Report: 19).

1980 - 1981

- Alberta, Department of Recreation and Parks provided use of the R.I.T.E. line, as well as consultative services.
- Alberta Culture provided consultative services.
- Western Canada Lottery - Alberta Division donated gifts for provincial games participants.
- Private enterprise donated food and beverages.
- Host Games Societies and municipalities throughout the province donated the use of facilities and equipment for both zone playoffs and the provincial games.
- Educational institutions, provided lodgings for provincial games participants. Camrose Lutheran College and Camrose Lutheran Bible Institute provided lodgings for participants in the 1980 Seniors Games.
- Service groups such as the Alberta Kinsmen donated a number of services, especially during the provincial games.

- Chambers of Commerce also provided the Host Games Societies with various volunteer services.
- Various representatives of the media were instrumental in providing the Alberta Games movement with extensive free publicity.

1981 - 1982

- Alberta, Department of Recreation and Parks provided use of the R.I.T.E. line and consultative services.
- Alberta Culture provided consultative services.
- Western Canada Lottery - Alberta Division provided gifts for provincial games participants.
- Private enterprises donated $240,000.00 in gifts and services. The Lethbridge business community was particularly active. A local bank donated one of their bank buildings for use as the 1981 Games Society office. Two local service companies upgraded the road to the site for the shooting events. It had previously been accessible only by four wheel drive vehicles. A local transport company donated eighty hours of staff time plus materials to paint forty-five foot Games' signs on both sides of a trailer. The signs remained for some time after the Games, covering almost 80,000 miles. Another local company donated $10,000.00 worth of their services to survey and help develop the cross-country ski trail (Alberta Games Council, 1982 Annual Report: 8).

- Host Games Societies and municipalities throughout the province provided support services to the Alberta Games Council, both on the zone and provincial levels. Hundreds of communities helped by donating the use of facilities, equipment and officials to playoff events (Alberta Games Council, 1982 Annual Report: 8).
- Educational institutions donated the use of their facilities and equipment to host zone and provincial games' activities.
- Service groups, such as the Alberta Kinsmen provided transportation services during the provincial games, acted as volunteer administrators, judges, and referees for the Games, and provided a variety of additional support services when needed.
- Chambers of Commerce provided support services on zone and provincial levels.
- Extensive publicity was generated by various representatives of the media.

1982 - 1983

- Alberta, Department of Recreation and Parks provided the use of the R.I.T.E. line as well as consultative services.
- Alberta Culture provided consultative services.
- Western Canada Lottery - Alberta Division provided sport bags to all provincial Seniors Games participants.
- Private enterprises donated $22,438.00 in gifts and services for the 1982 Alberta Seniors Games. Included were t-shirts for all participants from Canada Safeway, and large food contributions from Burns Foods and SunRype.

- Host Games Societies and municipalities throughout the province provided support services to the Alberta Games Council, both on the zone and provincial levels.
- Educational institutions donated the use of their facilities and equipment to host zone and provincial games activities.
- Service groups, such as the Alberta Kinsmen provided a host of support services to the Alberta Games movement.
- Chambers of Commerce provided support services on zone and provincial levels.
- Extensive publicity was generated by various representatives of the media.

1983 - 1984

- Alberta, Department of Recreation and Parks provided the use of the R.I.T.E. line and consultative services.
- Alberta Culture provided consultative services.
- Western Canada Lottery - Alberta Division provided gifts for all provincial games participants.
- Private enterprise donated a variety of goods. Petro Canada donated all of the gas required for staff transportation vehicles for the 1983 Summer Games. Alpha Dairies contributed all of the lumber and associated materials necessary to upgrade facilities and build concession stands. Burns foods provided a large part of the total menu requirements to feed the athletes for the 3 day event (Alberta Games Council, 1984 Annual Report).

- Local Host Games Societies and municipalities throughout the province actively supplied a variety of goods and services to the Alberta Games movement. The Crowsnest Pass community donated equipment for the 1984 Winter Games.
- Educational institutions provided accommodations for the 1983 Summer Games. These included: an elementary and high school in Olds; an elementary and high school in Didsbury and Olds College.
- Service groups, such as the Alberta Kinsmen, volunteered their time to perform a number of services on both the zone and provincial levels.
- Chambers of Commerce provided support services to local Host Games Societies.
- Extensive publicity was generated by various representatives of the media.

ii. Organizations which consumed finished products, services and programs, 1978-1984.

Host Games communities were left with a substantial legacy of upgraded as well as new sport facilities and equipment. As an example, all ball diamonds in Mountainview, both the Olds and Didsbury pools, along with the bleachers and scoreboards in all sport facilities were upgraded for the 1983 Summer Games. In addition, a range for outdoor pistol, fullbore and smallbore shooting was developed, as was a range for archers. Excellent track and field facilities were constructed (Alberta Games Council, 1984 Annual Report). Equipment purchased for playoffs by the Alberta Games Council was often donated to communities or schools (Alberta Games Council, 1982 Annual Report:11).

Provincial sport governing bodies as well as various sport, recreation and cultural organizations were all consumers of the Alberta Games Council's programs and services. The provincial sport governing bodies benefited by having their sports included in the Games and Sport Outreach programs. Athletes gained a tremendous amount of experience and confidence participating in area, local and zone playoffs leading up to the Games. Excellent instruction was offered to the developing athlete in the Sport Outreach clinics and to the more advanced athlete in the Sport Outreach training camps. This exposure enhanced the sport bodies' profiles throughout the province and possibly increased their memberships. As a case in point, in order for seniors to be eligible to advance to the 1982 Seniors Games in Camrose, they were required to hold a membership in the Alberta Senior Citizens Sport and Recreation Association, a co-sponsor of the Games.

Sport, recreation and cultural groups benefited as consumers of the programs and services offered by the Alberta Games Council. The Games Council provided opportunities for all to participate in their programs, including: youths, adults, seniors and handicapped individuals. Family events were also included for group participation. The Games also provided impetus for the development of new programs. St. Albert hosted the 1979 Summer Games. Part of its program included an extensive cultural festival which has been held yearly to date. A cross-country ski trail constructed in Lloydminster for the 1982 Winter Games promoted the development of nordic skiing in that area (Alberta Games Council, 1982 Annual Report:11).

Educational institutions played major roles in promoting the Games movement. They often provided facilities and equipment for Sport Outreach clinics and camps as well serving as promotional vehicles for the Council's programs. In turn, the Council's programs played an important role in developing and/or increasing the awareness of specific activities among the student bodies. This may have led to increased participation and/or level of performance on the part of students within their own school sport, recreation and cultural programs.

It is not possible to list all organizations benefiting from the Alberta Games Council's program initiatives. No data have ever been collected. It is conceivable though to assume that very few sport, recreation and cultural organizations in Alberta have not been touched in some way by the Council's program initiatives.

Subproblem B4, Relationships Between Environmental and Contextual Dimensions

It was not possible to address the relationship between the contextual and environmental dimensions in quite the same manner as the relationships between structural and contextual dimensions (Subproblem B5). Responses to Part III of the data collecting instrument, Environmental Dimensions, were much more general than responses to Parts I and II, Contextual and Structural Dimensions respectively. The Alberta Games Council had not kept very detailed records of environmental resources made available to them and, as a result, the data collected for these dimensions were both incomplete and discontinuous. The data collected for all of the environmental dimensions were described in detail under Subproblem B3.

Much of the data collected for the environmental dimensions were obtained through interviews with Alberta Games Council staff (Barnett, 1984, pers. com.; Caves, 1984, pers. com.; Gibb, 1984, pers. com.). Generally, all respondents provided very similar descriptions of the environmental resources made available to the Alberta Games Council. In this section, each of the environmental dimensions will be discussed briefly and, where possible, relationships will be identified between environmental dimensions and contextual dimensions.

a. Technology/Patents

Respondents were directed to identify all organizations which supplied technology and/or patents to the Alberta Games Council for each of the six years under investigation. Ten major categories of organizations were identified as supplying resources over the six year period. The respondents were unable though to describe in detail the full extent of the contributions, but all respondents did indicate that the level of contributions generally increased significantly over the six year period (Caves, 1984, pers. com.; Gibb, 1984, pers. com.; Lederis, 1985, pers. com.). Following is a list of the major categories of organizations identified by the respondents as those which supplied the Alberta Games Council with technologies on both a volunteer and non-volunteer basis. The order in which they are presented is not significant.

1. Provincial Government
2. Host Games Societies
3. Host Communities
4. Municipal Recreation Departments
5. Service Groups
6. Sport Associations
7. Recreation Associations
8. Cultural Associations
9. Media
10. Private Sector

With respect to the contextual dimensions under investigation, the Alberta Games Council grew in size; its charter was expanded; the total number of locations was increased; and, after a large initial increase in the number of specialisms contracted out, the organization became less dependent upon specialists for specific short term tasks. The increased utilization of technological devices (television, film, radio, etc.) supplied by the abovementioned organizations for the Alberta Games Council's use may very well have contributed to changes experienced in organizational size, charter, location and interdependence. Increases occurred over time to both the environmental dimension of technology and the contextual dimensions of size, charter, location and interdependence.

b. Constraints on Decisions

Constraints on decisions made by the Alberta Games Council between 1978 and 1984 were supplied by the following organizations: the provincial government; the Western Canada Lottery - Alberta Division; the host municipalities; and the provincial sport governing bodies. The data collected for this environmental dimension did not lend itself to comparisons with data for the contextual dimensions. The number of constraints on decisions supplied by the four main types of organizations may have increased over time, indicating a positive relationship between the growth of this dimension and the contextual dimensions of size, charter, location and interdependence. This increase in constraints on decisions may have been as a result of increased funding, programming responsibilities, staff and operating

sites. A larger, more active organization would normally make more decisions than a smaller one. This greater responsibility for decision making and increased interaction with the environment may have led the Alberta Games Council to be more susceptible to outside influences. For example, the Council grew increasingly dependent upon private enterprise and service groups for the donation of goods and services. Beginning in 1981, with a general economic recession felt throughout the province, the Council became cognizant of the finite amount of resources in the environment and the need to aggressively solicit these resources. Such a dependent relationship may only be suggested, due to a lack of complete data on the extent of external organizational constraints on the Alberta Games Council's decision making ability.

c. Capital/Profits

The Alberta Games Council received funding from three major sources: the proincial government; the Western Canada Lottery - Alberta Division; and the private sector. Contributions from each of these three sources increased over the six year period under investigation (Table 10, p. 118). Although the data collected were incomplete with respect to the financial support supplied by the private sector, Table 9, p. 109 has included examples of the types of contributions provided to the Alberta Games Council. Alberta Games Council staff (Caves, 1984, pers. com.; Gibb, 1984, pers. com.) have indicated that contributions from the private sector increased dramatically over time. This would suggest a positive relationship between the growth in the environmental dimension of capital/profits and the contextual dimensions of size, charter, location, and interdependence.

d. Staff/Personnel

The Alberta Games Council had a relatively small fixed number of full and part-time staff. A tremendous volunteer effort was required to bring the organization's activities to fruition. Complete records of this volunteer effort were not collected, as they were not available. It was generally agreed by all staff interviewed (Caves, 1984, pers. com.; Barnett, 1984, pers. com.; Gibb, 1984, pers. com.; Lederis, 1985, pers. com.) as well as indicated in the Annual Reports (1978-1984) that this volunteer effort increased dramatically over the six fiscal years. The increases in both paid and volunteer manpower positively affected the growth in the organization's size, charter, number of locations and interdependence.

As the organization accumulated increased voluntary manpower, its size increased. This facilitated the delivery of both new and increased programs (charter) which included additional Games' events, Sports Outreach activities and fund raising initiatives. This increase in both size and charter necessitated an increase in operational sites (location). As the Alberta Games Council increased its range of responsibilities, so did it also increase its need for highly specialized personnel to perform short term tasks. This increase in the number of specialisms contracted out reflected the organization's increased interdependence. The growth in human resources supplied to the Alberta Games Council was found to be positively related to the growth in size, charter, location and interdependence of the organization.

e. Raw Materials/Finished Products/Services

The number of organizations which provided raw materials, finished products and services increased over the six year period of investigation. Most of these resources were accumulated on a donation basis. The Alberta Games Council recorded many of these contributions in their 'Friends of the Games' files. Unfortunately, these files did not contain complete records of these contributions.

The data collected were discontinuous. They were recorded on an irregular basis usually following a set of provincial games, so that the information would be available for inclusion in the upcoming annual reports. It was the responsibility of the promotions/publicity/marketing director to record the donations and prepare a final report. Several of these food and service donations reports were recognized by the individual who prepared them as incomplete. These reports contained a notation expressing the incompleteness of the data presented. This environmental dimension is described in detail under Subproblem B5 (p. 139). It has been concluded that the number of raw materials, finished products and services provided by outside organizations to the Alberta Games Council increased dramatically between 1978 and 1984 (Gibb, 1984, pers. com.).

This increase in resources supplied to the Alberta Games Council was found to be related to increases in organizational size, charter, location and interdependence. During 1981-82 a promotions/publicity/marketing director was hired in part to secure donations of this type from both the private and public sectors. An increase in raw materials, finished products and services facilitated the development

of the organization's charter. This increase may have also warranted the addition of operating sites whose staff may have supplied a more grass roots level approach to the acquisition of these resources. With respect to interdependence, the Alberta Games Council grew to expect and depend upon these donations and contracted services in order to meet its program demands. An increase in the level of these resources provided an increased dependence upon the environment at large. Although interdependence was measured only by the number of specialisms contracted out by the Alberta Games Council, this dependence upon the environment for donated goods and services placed the Alberta Games Council in a very vulnerable position. Any decrease in the availability of donations from the environment would precipitate a reduction in resources necessary for the conduct of the Games Council's program initiatives.

The environmental dimensions of: technology/patents; constraints on decisions; capital/profits; staff/personnel; and raw materials/finished products/services have been presented in Subproblem B4. With the exception of constraints on decisions, the availability of these resources have been found to be directly related to the contextual dimensions of size, charter, location and interdependence. An increased supply of these resources over time led to an increase in organizational size, charter, location and interdependence.

Subproblem B5: Relationships Between Contextual and Structural Dimensions

The contextual dimensions of size, charter, technology, location and interdependence were each compared with the structural

dimensions of specialization, standardization, formalization, centralization and configuration for the six fiscal years under investigation. Relationships were then identified between these two sets of dimensions over time. The contextual dimensions of origin and history and ownership and control were not treated in the same manner as virtually no changes were anticipated nor occurred with respect to these two dimensions over the six year period. The resource dimension was also not addressed under Subproblem B5. This dimension has been discussed under Subproblem B4. Following are descriptions of the relationships between contextual and structural dimensions.

a. Size

Table 11 presents the changes in organizational size compared with the changes in organizational specialization from 1978 to 1984.

TABLE 11
Changes In Organizational Size Compared With Changes In Organizational Specialization 1978 - 1984

	YEARS					
Dimensions	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Size (represented by total number of staff*)	5	13 1/2	11 1/2	16	15 1/2	12 1/2
Specialization (total number of staff involved in specialized functions)	4 1/2	6 1/2	6 1/2	7	7 1/2	7 1/2

*part-time staff positions are counted as 1/2 position.

The number of full-time staff grew from five in 1978-1979 to thirteen and one-half in 1980-1981, an increase of 170%. This number was decreased to eleven and one-half in 1980-1981. By 1981-1982, the number of staff had expanded to sixteen, an increase of 220% from year one (1978-1979). Thereafter, the number of staff dropped to fifteen and one-half in 1982-1983 and finally to twelve and one-half in 1983-1984. Over the period of six years, the organization experienced a 150% increase in staff.

Beginning in 1978-1979, four and one-half staff members performed specialized work functions. Six and one-half individuals performed specialized work functions in 1979-1980, an increase of 44.4%. The number of staff involved in specialized work functions remained the same, six and one-half, for the fiscal year 1980-1981. This number increased to seven in 1981-1982, increased to seven and one-half during 1982-1983, and reamined the same for the fiscal year 1983-1984. The Alberta Games Council experienced an increase of 66.6% in the total number of staff which held specialized work functions.

Both organizational size and specialization increased over time yet no direct relationships existed between the two dimensions between 1978 and 1984. The number of staff grew dramatically over the six year period. These new staff members most likely assumed a variety of responsibilities and were not solely employed to perform specialized job functions.

Changes in organizational size were compared with changes in organizational standardization. The data are presented in Table 12 (p. 142).

The organization's size grew from five staff members in 1978-1979 to thirteen and one-half staff members in 1979-1980, an increase of 170%. During 1980-1981, two staff positions were eliminated. Four and one-half staff positions were added during 1981-1982, representing an increase of 39.1%.

TABLE 12
Changes in Organizational Size Compared with Changes in Organizational Standardization 1978 - 1984

	YEARS					
Dimensions	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Size (represented by total number of staff)	5	13 1/2	11 1/2	16	15 1/2	12 1/2
Standardization (represented by the number of standardized procedures identified)	2	2	4	4	4	9

One-half staff position was eliminated in 1982-1983, leaving fifteen and one-half staff positions. This number was further reduced by three during 1983-1984, representing a reduction of 20% during this final year. The organization experienced a 150% increase in staff over the six year period examined.

Two standardized staff procedures were reported for the fiscal year 1978-1979. This number remained the same until 1980-1981, when the number of standardized procedures doubled to four. The next increase occurred during 1983-1984. During this fiscal year, nine standardized staff procedures existed, representing an increase of 125% over the

previous year. There was an overall 350% increase in standardized procedures over the six year period.

Between the fiscal years 1978-1979 and 1979-1980, size increased dramatically with no increase in standardization. During the next fiscal year, the Alberta Games Council decreased its staff by two positions and doubled the number of standardized procedures utilized by its staff. By the end of the fiscal year 1981-1982, four and one-half additional staff members were added to the Alberta Games Council's roster. During the same time, 1981-1982, there was no evidence of an increase in standardization of the organization's procedures. The number of staff was reduced by one-half during the next fiscal year ending 1982-1983, as were three additional staff positions eliminated by the end of the 1983-1984 fiscal year. The greatest increase in standardization, 125%, occurred between the 1982-1983 and 1983-1984 fiscal years. Over the six year period, standardization increased steadily, while the size of the organization fluctuated.

The changes in organizational size were compared with changes in overall formalization. The data are presented in Table 13.

TABLE 13
Changes in Organizational Size Compared with Changes in Organizational Formalization 1978 - 1984

	YEARS					
Dimensions	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Size (represented by the total number of staff)	5	13 1/2	11 1/2	16	15 1/2	12 1/2
Formalization (see p. 144 for scoring procedure)	19	22	22	22	23	28

The size of the Alberta Games Council grew 150% over the six year period. Five individuals were employed by the Alberta Games Council in 1978-1979. This number increased to thirteen and one-half in 1979-1980, and fell to eleven and one-half in 1980-1981. A sharp rise in the number of staff occurred during 1981-1982, when four and one-half staff positions were added, bringing the total to sixteen. One-half position was dropped in 1982-1983, leaving a total of fifteen and one-half positions. An additional three positions were dropped by 1983-1984. Twelve and one-half staff positions existed during 1983-1984.

Formalization was represented by the number of specific role defining documents and, in some cases, the extent of their application. The score for formalization was based on the total of all numerical responses to the nine questions in the data collecting instrument. The numerical responses for each of the nine questions were assigned the following scores:

Score 1: for a negative response.

Score 2: for a positive response indicating one document was available and/or one document was made available to one staff member of the organization.

Score 3: for a positive response indicating some (2-4) documents were given to at least two staff members of the organization.

Score 4: For a positive response indicating many (5+) were available and/or given to three or more staff members of the organization.

The nine scores were totalled for each fiscal year. During the 1978-1979 fiscal year, the organization recorded its lowest score in the area of formalization (19). This score increased slightly during the next year, 1979-1980, to twenty-two and remained so until the 1982-1983 fiscal year when the score increased to twenty-three. The largest gain

occurred during the final year under investigation. The organization experienced a moderate increase in formalization (from a score of 23 to a score of 28), a gain of 21.7%.

Size, on the other hand, experienced its greatest growth between the first two years of the organization's formal history. The number of full-time staff grew from five to thirteen and one-half (part-time staff were counted as one-half staff members), an increase of 170%. The number of full-time staff dropped to eleven and one-half for the 1980-1981 fiscal year; grew to sixteen during the next year; and then dropped to fifteen and one-half and twelve and one-half respectively during the last two years of the organization's formal history. During the period 1978-1979 to 1981-1982, the organization experienced its greatest growth in size, from five to sixteen staff members (an increase of 220%). The increase in formalization during this period was very small, from a score of nineteen to a score of twenty-two, an increase of only 15.7%.

Both organizational size and formalization grew over the six year period. While formalization increased at a slow incremental rate, growth in size was punctuated by periods during which staff numbers were actually decreased.

Changes in the size of the Alberta Games Council were compared with centralization of authority. The data are presented in Table 14 (p. 146).

The size of the Alberta Games Council grew 150% over the six year period. Five individuals were employed by the Council in 1978-1979. This number was increased to thirteen and one-half in 1979-1980, and fell to eleven and one-half in 1980-1981. A sharp rise in the number of staff occurred during 1981-1982, when four and one-half staff

TABLE 14
Changes in Organizational Size Compared with Changes in Centralization of Authority 1978 - 1984

Dimensions	YEARS 1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Size (represented by total number of staff)	5	13 1/2	11 1/2	16	15 1/2	12 1/2
Centralization						
Total Score for 22 items	76	70	70	70	70	72
Average centralization of authority scores	3.45	3.18	3.18	3.18	3.18	3.27

positions were added, bringing the total to sixteen. One-half position was dropped in 1982-1983, leaving a total of fifteen and one-half staff positions. An additional three positions were dropped by 1983-1984. Twelve and one-half staff positions existed during 1983-1984.

The score for centralization was derived by examining the level at which authority rested to make decisions on the behalf of the Alberta Games Council. The data collecting instrument sought information from the respondents about where this authority rested for twenty-two major areas of decision making (see Scale 54.00 of the data collecting instrument). The respondents indicated the level at which the authority rested by circling a number representing either: the Minister's office (number 5); the Board of Directors (number 4); the Managing Director (number 3); or zone, technical or cultural directors (number 2). Two other levels of decision making, supervisor (number 1) and operator (represented by 0), were included in the data collecting instrument but

were never identified as levels at which specific decision making occurred.

A final numerical score was obtained by adding all of the responses for the twenty-two items for each fiscal year, and then dividing that score by twenty-two. Table 14 (p. 146) represents the level at which occurred the average response for each of the twenty-two decision areas for each fiscal year.

During the fiscal year 1978-1979, authority was centralized between the levels of the Managing Director and the Board of Directors, and more closely to the Board. This centralization of authority was represented by a score of 3.45. Decision making authority moved closer toward the Managing Director (3.18) in 1979-1980 and remained at that level until 1983-1984, when decision making authority moved slightly toward the level of Board of Directors (3.27).

Also worth noting are the total number of major decision areas for which each level of the Alberta Games Council was responsible. These are represented in Table 15 (p. 148). During 1978-1979, the Managing Director was responsible for more than 75% (17 of 22) of the major decisions. This figure increased to 86.3% (19 of 22) in 1979-1980, and remained so for the years 1980-1983, and dropped to 68.18% during the final year under investigation, 1983-1984. The Alberta Games Council was highly centralized over its six year formal history.

Centralization of authority remained virtually unchanged from 1979-1980 to 1982-1983. Centralization of authority shifted both upwards and downwards away from the level of Managing Director during 1983-84. The Board of Directors became responsible for slightly more than 20% of the decision areas in 1983-1984.

TABLE 15
Alberta Games Council
Centralization of Authority
1978 - 1984

Year	Organizational Level Possessing Decision Making Authority	Areas of Decision Making
1978-1979	Managing Director	17
	Minister's Office	5
	Total:	22
1979-1980	Managing Director	19
	Board of Directors	2
	Minister's Office	1
	Total:	22
1980-1981	Same as 1979-1980	
1981-1982	Same as 1979-1980	
1982-1983	Same as 1979-1980	
1983-1984	Zone Director	1
	Managing Director	15
	Board of Directors	5
	Minister's Office	1
	Total:	22

Changes in organizational size were compared with changes in the organization's configuration. The data are presented in Table 16 (p. 149).

The size of the Alberta Games Council grew 150% over the six year period. Five individuals were employed by the Council in 1978-1979. This number was increased to thirteen and one-half in 1979-1980, and fell to eleven and one-half in 1980-1981. A sharp rise in the number of staff occurred during 1981-1982, when four and one-half staff positions were added, bringing the total number to sixteen. One-half position was dropped in 1982-1983, leaving a total of fifteen and

TABLE 16
Changes in Organizational Size Compared with Changes in Organizational Configuration 1978 - 1984

Dimensions	YEARS					
	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Size	5	13 1/2	11 1/2	16	15 1/2	12 1/2
Configuration (represented by the chief executive's span of control)	4	7 1/2	5	5	6	4

one-half staff positions. An additional three positions were dropped by 1983-1984. Twelve and one-half staff positions existed during the fiscal year of 1983-1984.

Configuration is represented in Table 16 (p. 148) by the chief executive's span of control, the number of subordinates who report directly to the chief executive (in this organization, the chief executive was represented by the Managing Director). Four individuals reported directly to the Managing Director in 1978-1979. This number was increased in 1979-1980 to seven and one-half, an increase of 87.5%. The number of individuals reporting to the Managing Director decreased to five in 1980-1981, and remained at that level for 1981-1982. A slight increase occurred during 1982-1983, when six individuals reported to the Managing Director. The final year witnessed a decrease of 33% in organizational configuration. Four staff members reported directly to the Managing Director during the fiscal year of 1983-1984.

A positive relationship occurred between changes in the two dimensions between 1978-1979 and 1979-1980. The number of full-time staff positions increased from five to thirteen and one-half, an increase of 170%, and the number of subordinates who reported to the chief

executive (Managing Director) increased from four to seven and one-half, an increase of 87.5%. Between the second (1979-1980) and third (1980-1981) years there was a slight decrease in both size and configuration. During year four, 1981-1982, the size of the organization increased dramatically, from eleven and one-half to sixteen, yet the configuration remained the same at five. The size gradually decreased over the last two years, to fifteen and one-half in 1982-1983 to twelve and one-half in 1983-1984. Meanwhile, the configuration increased to six in 1982-1983 and then decreased to four in 1983-1984.

Vertical span of control was also measured. This vertical span represented the number of levels between the lowest staff member and the chief executive, including both of these levels. During the first year under investigation, all Alberta Games Council staff members reported directly to the chief executive (the Managing Director). For all successive years, the vertical span of control was represented by three levels. Once functional area directors were established, they represented the only intervening level between the Mangaging Director and the average Alberta Games Council staff member (i.e. zone coordinators, Sport Outreach Camp and Clinic instructors).

b. Charter

Changes in the Alberta Game Council's charter were examined and compared with changes in the organization's specialization. Table 17 (p. 151) represents the changes in these two dimensions between 1978 and 1984.

TABLE 17
Changes in Organizational Charter Compared with Changes in Organizational Specialization 1978 - 1984

Dimensions	YEARS 1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Charter (represented by the number of major responsibilities, program initiatives)	5	10	8	8	6	8
Specialization (total number of staff involved in specialized functions)	4 1/2	6 1/2	6 1/2	7	7 1/2	7 1/2

The Alberta Games Council was primarily a service oriented organization with the responsibility of delivering the Games and related activities to the people of Alberta. The Council was charged with the attendant functions necessary to bring the programs to fruition. Respondents completing the data collecting instrument were asked to list the products and services of the Alberta Games Council for each fiscal year (see Scale 14.02 of the data collecting instrument).

Cumulative lists of products and services for each of the fiscal years were compiled after examining all of the completed data collecting instruments. These lists of products and services contained nine major areas in which the Council was active. Following are the nine major areas of activity.

1. participation in the coordination of local, regional and zone preliminaries leading to the provincial Games;
2. participation in the coordination and administration of the provincial Games (Summer, Winter and Seniors);
3. participation in the development and administration of the Sport Outreach Program;

4. participation in promotion and public relations activities;
5. participation in fund raising activities;
6. co-sponsorship of Intersport Conferences;
7. development of new programs, i.e. '88 Olympic Search;
8. participation in education related activities; and
9. participation in research related activities.

The Alberta Games Council was active in five program initiatives in 1978-1979. This number was doubled, an increase of 100%, to ten in 1979-1980. By 1980-1981, the Alberta Games had decreased its number of programs/services to eight. The figure remained the same for 1981-1982, decreased to six in 1982-1983, and climbed back to eight in 1983-1984.

For each fiscal year, the total number of products and services was recorded. Activities with respect to each set of provincial Games as well as each set of preliminaries (including local, regional and zone) were recorded individually. The Alberta Games Council worked with different host communities as well as with different provincial sport governing bodies for each set of Games (e.g. sports included in the Winter Games are not normally included in the Summer Games). Each type of Games (Summer, Winter and Senior), while quite similar in the administration thereof, brought their own peculiarities to bear upon the Alberta Games Council staff. Also of note are the years during which provincial Games were held. Table 18 outlines the Provincial Games according to fiscal years.

TABLE 18
Years During Which the Alberta Games Council Sponsored Provincial Games 1978 - 1984

Year	Provincial Games
1978-1979	No Games were held
1979-1980	Summer and Winter Games
1980-1981	Senior Games
1981-1982	Summer and Winter Games
1982-1983	Senior Games
1983-1984	Summer and Winter Games

There was a moderate growth in specialization over the six fiscal years. Beginning in 1978-1979, there were four and one-half staff positions that were concerned with highly specialized job functions. By 1983-1984, the number of staff positions involved in highly specialized job functions grew to seven and one-half. During each year, there was small, incremental growth. With respect to charter, the changes were not similar to specialization over time. During its first fiscal year, the Alberta Games Council was involved in five major program areas. By year two (1979-1980), Games Council staff had doubled their involvement in major programs. This growth may be attributed to the fact that no provincial Games were held during the first fiscal year, and both Summer and Winter Games were held during the second fiscal year. The number of major activity areas in which the Alberta Games Council was involved in dropped to a low of six in 1982-1983, during which only Seniors Games were held, and bounced back to eight major activity areas during its last fiscal year, 1983-1984. Over the six year period, there was growth in both the charter and specialization of the Alberta Games Council.

Changes in organizational charter were compared with changes in organizational standardization. Data for these two dimensions are presented in Table 19 (p. 154).

There was a moderate growth in the number of major activity areas in which the Council was involved between 1978 and 1984 (from 5 to 8). The organization's procedures became much more standardized over this same period of time, recording a score of two in 1978-1979 and

TABLE 19
Changes in Organizational Charter Compared with Changes in Organizational Standardization 1978 - 1984

Dimensions	YEARS 1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Charter (represented by the number of major responsibilities, program initiatives)	5	10	8	8	6	8
Standardization (represented by the number of standardized procedures identified)	2	2	4	4	4	9

1979-1980; a score of four in 1980-1981, 1981-1982 and 1982-1983; and finally a score of nine in 1983-1984. As the organization grew with respect to its program initiatives and responsibilities so did it also increase the number of standardized procedures.

Changes in organizational charter were compared with changes in formalization. The data for these two dimensions are presented in Table 20 (p. 155).

During its six year history the Alberta Games Council grew more formalized. In fact, there was an increase of approximately 47.3% more role defining documents which may or may not have been distributed to some or all of the Alberta Games Council staff. The increases in charter were not as uniform over the six year period (Table 20). There were two increases in organizational charter (100% increase in 1979-1980; 33% increase in 1983-1984) as well as two decreases over this time period (20% in 1980-1981; 25% in 1982-1983). Simultaneous increases in

TABLE 20
Changes in Organizational Charter Compared with Changes in Organizational Formalization 1978 - 1984

Dimensions	YEARS 1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Charter (represented by the number of major responsibilities, program initiatives)	5	10	8	8	6	8
Formalization (see p. 144 for scoring procedure)	19	22	22	22	23	28

charter and formalization occurred during only two years, 1979-1980 and 1983-1984. Increases in charter were not found to be overwhelming predictors of increases in formalization.

Changes in organizational charter were compared with changes in centralization of authority. The data for these two dimensions are presented in Table 21 (p. 156).

The Alberta Games Council was involved in five program initiatives (charter) in 1978-1979. The number of program initiatives undertaken by the Council doubled to ten in 1979-1980. During 1980-1981, there was a decrease of two program initiatives undertaken by the Council. Eight program initiatives represented the Council's activities for 1981-1982 as well. During 1982-1983, this number dropped to six, and finally bounced back to eight in 1983-1984.

During the 1978-1979 fiscal year, authority was centralized between the levels of Managing Director and the Board of Directors, and more closely to the Board. This centralization of authority was represented by a score of 3.45. Decision making authority moved closer

TABLE 21
Changes in Organizational Charter Compared with changes in Centralization of Authority 1978 - 1984

	YEARS					
Dimensions	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Charter (represented by the number of major responsibilities, program initiatives)	5	10	8	8	6	8
Centralization						
Total score for 22 items	76	70	70	70	70	72
Average Centralization of authority score	3.45	3.18	3.18	3.18	3.18	3.27

toward the Managing Director (3.18) in 1979-1980 and remained at that level until 1983-1984, when decision making authority moved slightly toward the level of the Board of Directors (3.27).

There does not appear to be any evidence to suggest that the organization's charter influenced centralization of authority. The scope of the organization's charter was altered during four of the six years under investigation. Authority remained highly centralized within the offices of the Managing Director and the Board of Directors throughout the six year period of investigation.

Changes in organizational charter were compared with changes in organizational configuration. The data are presented in Table 22 (p. 157).

TABLE 22
Changes in Organizational Charter Compared with Changes in Organizational Configuration 1978 - 1984

Dimensions	YEARS 1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Charter (represented by the number of major responsibilities, program initiatives)	5	10	8	8	6	8
Configuration (represented by the Chief Executive's span of control)	4	7 1/2	5	5	6	4

The Alberta Games Council experienced an overall increase of 60% of chartered activities. Throughout this six year period, charter was both increased and decreased. The most notable increases occurred in 1979-1980 (100%) and 1983-1984 (33.3%). The organization's configuration increased and decreased over time, yet showed no overall change between year one (1978-1979) and year six (1983-1984). The greatest period of increase was during 1979-1980 (87.5%), and may have been the result of a doubling of staff (from five to ten). A decrease in charter (by 20%) in 1980-1981 was followed also by a decrease in configuration (33.3%). The data does not suggest that charter influenced any of the other changes in configuration over time.

c. Technology

The Alberta Games Council employed a variety of non-sophisticated technological devices in the administration of its day to day

activities and sponsorships of its special programs. These included: television; radio; film; the general print media (newspapers, the Alberta Games Almanac, and special inserts in Alberta Report); as well as their own printed materials (brochures, rules books, posters, etc.). Interviews with Alberta Games Council staff members (Barnett, 1984, pers. com.; Caves, 1984, pers. com.; Gibb, 1984, pers. com.; Lederis, 1985, pers. com.) revealed that these efforts and outputs increased throughout the six year period, especially just prior to and in preparation for a set of Games. As a result of this lack of numerical data representing the changes in technology over time, individual comparisons between the changes in technology and the five structural dimensions were not made.

During the organization's six year history, activities became more specialized; its procedures more standardized; it introduced nearly 50% more role defining documents; became more decentralized; and retained basically the same configuration (except for one major increase in 1979-1980 and 1982-1983). Relationships between technology and specialization, standardization, and formalization can be described as having been slightly positive. An increase in the type or amount of technology employed by the Alberta Games Council would certainly have facilitated the development of more specialized roles, standardized procedures and increased formalization. Therefore, it is suggested that there was a slightly positive relationship between changes in technology and these three structural dimensions. The data do not support similar conclusions with respect to the relationships between technology and the structural dimensions of centralization and configuration.

d. Location

The increases in the number of permanent operating sites (locations) were compared with changes in organizational specialization. The data are presented in Table 23.

TABLE 23
Changes in Organizational Location Compared with Changes in Organizational Specialization 1978 - 1984

	YEARS					
Dimensions	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Location (represented by the number of full-time operational sites)	1	1	2 1/2	2 1/2	2 1/2	3
Specialization (total number of staff involved in specialized functions)	4 1/2	6 1/2	6 1/2	7	7 1/2	7 1/2

Location is represented by the number of permanent full-time sites operated by the Alberta Games Council. A site which was operated for only part of the year was counted as one-half of a site. Temporary zone coordinator's offices were not included in the total number of sites as the space was normally a donated portion of another organization's office (i.e. the cities of Calgary and Edmonton Parks and Recreation departments). In those cases the Alberta Games Council did not have control over the operation of the site. In cases where the Alberta Games Council may have paid a modest rental fee for office space, those sites were also not considered to be controlled by the

Alberta Games Council. Often support services and supplies were donated by the rental agency and thus the Alberta Games Council had little control over the activities carried out within the office.

The organization had one permanent operating site in 1978-1979 and 1979-1980; two and one-half sites in 1980-1981, 1981-1982 and 1982-1983; and three sites in 1983-1984. Incremental increases in the number of permanent operating sites occurred during the same period the organization increased its number of staff involved in specialized functions from four and one-half in 1978-1979 to seven and one-half in 1983-1984. The availability of these locations would facilitate the organization's development of highly specialized tasks. No longer would all work need to be performed under one roof. Increased space would enable the organization to grow in a number of ways, and to be more flexible in meeting its clients' demands. An increase in operating sites would also facilitate the creation of function-specific offices.

Table 24 (p. 161) represents changes in location compared with changes in standardization.

A direct positive relationship occurred between the increase of full-time operational sites and an increase in the standardization of procedures within the organization. The number of operational sites increased incrementally over time from one in 1978-1979 and 1979-1980 to two and one-half in 1980-1981, 1981-1982, and 1982-1983, and finally to three in 1983-1984 as did the number of standardized procedures employed by the Council. These grew from two in 1978-1979 and 1979-1980, to four in 1980-1981, 1981-1982 and 1982-1983, and finally to nine in 1983-1984. The overall increase in location was 200%, and the overall increase in

TABLE 24
Changes in Organizational Location Compared with Changes in Organizational Standardization 1978 - 1984

Dimensions	YEARS 1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Location (represented by the number of full-time operational sites)	1	1	2 1/2	2 1/2	2 1/2	3
Standardization (represented by the number of standardized procedures identified)	2	2	4	4	4	9

standardization was 350%. Both the dimensions of location and standardization experienced steady incremental growth over the six year period. As the number of operating sites increased, so too would the number of standardized procedures. It would be necessary for all office locations to follow the same procedures to ensure a uniformity of actions and the survival of the corporate identity. An increase in location would necessitate an increase in standardization to maintain a healthy organization.

Table 25 (p. 162) represents changes in organizational location compared with changes in formalization.

There was a direct positive relationship between the increases in full-time operational sites and the increases in formalization within the Alberta Games Council between 1978 and 1984. These changes occurred incrementally over time (Table 25, p. 162). One full-time operational site existed in 1978-1979. During the 1980-1981 fiscal year, the number

TABLE 25
Changes in Organizational Location Compared with Changes in Organizational Formalization 1978 - 1984

	YEARS					
Dimensions	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Location (represented by the number of full-time operational sites)	1	1	2 1/2	2 1/2	2 1/2	3
Formalization (see p. 144 for scoring procedure)	19	22	22	22	23	28

of sites was expanded to two and one-half. One-half of a site represents a location utilized for Alberta Games Council activities for at least twenty hours per week. The number of full-time operational sites expanded one final time to three in 1983-1984.

During 1978-1979, there was not a great deal of formalization within the organization. Formalization was represented by the number of specific role defining documents and, in some cases, the extent of their application. Responses to the data collecting instrument indicated a low score of 19 for the fiscal year 1978-1979 (see p. 144 for a detailed outline of scoring procedures employed). Formalization increased slightly during the next year, as the score changed from 19 to 22. The next increase occurred during 1982-1983, when the organization recorded a total formalization score of 23. A significant change in formalization was recorded for the fiscal year 1983-1984. The Games Council experienced a 21.7% increase in role defining documents and/or their application. A score of 28 was recorded for the final year examined.

As in the case of location, small incremental increase in formalization were observed over the six year period of investigation.

Table 26 represents changes in organizational location compared with changes in centralization of authority.

TABLE 26
Changes in Organizational Location Compared with Changes in Centralization of Authority 1978 - 1984

	YEARS					
Dimensions	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Location (represented by the number of full-time operational sites)	1	1	2 1/2	2 1/2	2 1/2	3
Centralization (average centralization of authority score)	3.45	3.18	3.18	3.18	3.18	3.27

No particular relationships have been identified between the changes in location and centralization of authority between 1978 and 1984. From 1979-1980 to 1982-1983, the number of operational sites increased from one to two and one-half, yet the levels at which authority rested to make specific decisions remained virtually unchanged. The organization was highly centralized throughout this period with nineteen of the twenty-two major decisions investigated resting at the level of Managing Director. Only during the last year of operation did the authority for certain decision making move away from the Managing Director. During this last fiscal year (1983-1984) the Managing

Director was responsible for only fifteen of the twenty-two areas of decision making investigated.

Table 27 represents changes in organizational location compared with changes in configuration.

TABLE 27
Changes in Organizational Location Compared with Changes in Organizational Configuration 1978 - 1984

	YEARS					
Dimensions	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Location (represented by the number of full-time operational sites)	1	1	2 1/2	2 1/2	2 1/2	3
Configuration (number of subordinates reporting to the Managing Director)	4	7 1/2	5	5	6	4

No particular relationships were identified between changes in location and configuration between 1978 and 1984. The number of locations increased from one in 1978-1979 to two and one-half in 1980-1981 and finally to three in 1983-1984. Configuration increased and decreased over a five year period, yet experienced no overall increase between 1978-1979 and 1983-1984.

Worth noting is the significant, if only temporary, change in configuration during 1979-1980. There was an increase of 87.5% in the number of subordinates reporting directly to the Managing Director. Four of the five full-time staff positions reported directly to the

Managing Director in 1978-1979. This number was increased to seven and one-half of the thirteen and one-half staff positions in 1979-1980. With respect to program initiatives, 1979-1980 was a busy year for the Alberta Games Council. Sport clinics were introduced on a trial basis in eleven disciplines. Both Summer and Winter Games were held. Family, special group and cultural participation events were first offered in the 1979 Summer Games in St. Albert.

A major increase in staff occurred during 1979-1980. The total number of positions grew from five to thirteen and one-half. Not only was the Managing Director responsible for an increased number of program initiatives and staff members, he also experienced much more direct contact with his staff. A total of seven and one-half staff members reported directly to the Managing Director in 1979-1980.

e. Interdependence

Table 28 (p. 166) represents changes in interdependence compared with changes in specialization.

Interdependence represented the number of specialisms contracted out by the Alberta Games Council. Between the fiscal years 1978-1979 and 1979-1980, the number of specialisms increased dramatically, from one to seventeen. The organization also increased its specialization of functions by nearly 50%. From 1979-1980 to the final year under investigation (1983-1984), the organization contracted out more than 50% fewer specialists, and increased its level of specialization ever so slightly. This decrease in interdependence may have resulted from additional, unwritten job responsibilities assigned to new staff and/or

TABLE 28
Changes in Organizational Interdependence Compared with Changes in Organizational Specialization 1978 - 1984

	YEARS					
Dimensions	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Interdependence (represented by the number of specialisms contracted out)	1	17	13	14	11	8
Specialization (total number of staff involved in specialized functions)	4 1/2	6 1/2	6 1/2	7	7 1/2	7 1/2

an increase in volunteer manpower providing essential services which had previously been contracted out. Nevertheless, there was a 700% increase in specialisms contracted out over the six year period. Over the six year period, the organization became more independent and slightly more specialized with respect to job functions/roles.

Table 29 (p. 167) represents changes in interdependence with changes in standardization.

After a very large increase in the number of specialisms contracted out, the organization employed fewer specialists over the next five years. The dramatic increase between the first and second years may be partly explained by the fact that no provincial Games were held in 1978-1979, and both Summer and Winter Games were held in 1979-1980. Also, the organization possibly had not yet identified during 1978-1979 the specialisms it would have to contract out in order to meet its program demands. Between 1979-1980 and 1983-1984, the organization

TABLE 29
Changes in Organizational Interdependence Compared with Changes in Organizational Standardization 1978 - 1984

Dimensions	YEARS 1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Interdependence (represented by the number of specialisms contracted out)	1	17	13	14	11	8
Standardization (represented by the number of standardized procedures identified)	2	2	4	4	4	9

employed fewer specialists while at the same time increasingly standardized its procedures. This standardization of procedures may have aided staff in assuming additional responsibilities, thus decreasing the need for specialists. As the need for specialists decreased, the Council became less dependent upon the environment, and assumed greater control of its future.

This decrease in interdependence from 1979-1980 to 1983-1984 may very well have influenced the growth in standardized procedures.

Table 30 (p. 168) represents changes in organizational interdependence compared with changes in formalization.

As the organization grew less dependent upon outside agencies, it also became more formalized with respect to the development, distribution and sometimes application of role defining documents. The formalizing score increased from 19 in 1978-1979 to 22 in 1979-1980, 1980-1981 and 1981-1982, to 23 in 1982-1983, and finally to 28 in

TABLE 30
Changes in Organizational Interdependence Comapred with Changes in Organizational Formalization 1978 - 1984

Dimensions	YEARS					
	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Interdependence (represented by the number of specialisms contracted out)	1	17	13	14	11	8
Formalization (see p. 144 for scoring procedure)	19	22	22	22	23	28

1983-1984. These greater responsibilities assigned to Alberta Games Council staff may have necessitated the increases in the development, distribution and possible application of role defining documents.

Table 31 (p. 169) represents changes in organizational interdependence compared with changes in centralization of authority.

No specific relationships were identified between changes in interdependence and centralization of authority. Centralization of authority remained unchanged from 1979-1980 to 1982-1983. During 1983-1984, the organization became slightly less centralized (the Managing Director was responsible for four fewer areas of decision making) and the average level at which decision making ability rested increased slightly.

Table 32 (p. 169) represents changes in organizational interdependence compared with changes in organizational configuration.

TABLE 31
Changes in Organizational Interdependence Compared with Changes in Centralization of Authority 1978 - 1984

	YEARS					
Dimensions	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Interdependence (represented by the number of specialisms contracted out)	1	17	13	14	11	8
Centralization						
Total Score for 22 items	76	70	70	70	70	72
Average Centralization of Authority Score	3.45	3.18	3.18	3.18	3.18	3.27

TABLE 32
Changes in Organizational Interdependence Compared with Changes in Organizational Configuration 1978 - 1984

	YEARS					
Dimensions	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
Interdependence (represented by the number of specialisms contracted out)	1	17	13	14	11	8
Configuration (represented by the Chief Executive's span of control)	4	7 1/2	5	5	6	4

Between year one (1978-1979) and year two (1979-1980) both the levels of interdependence and configuration increased dramatically (Table 32). Thereafter, both levels increasingly declined. Year one (1978-1979) was a very quiet year for the Alberta Games Council (no provincial Games were held), so this dramatic increase in both the levels of interdependence and configuration did not occur without cause. Year two (1979-1980) was a much busier year for the Alberta Games Council as both Summer and Winter Games were held. Over the next four years (1980-1981 to 1983-1984) both the levels of interdependence and configuration generally declined. No direct relationships have been identified between the changes in these two dimensions over the organization's six year formal history. The Managing Director's span of control (configuration) was broadest during the period of the Council's extensive employment of specialists. This period extended from 1979 to 1983. In the case of small organizations, employing few executives, increases in part-time staff may often increase an executive's(s') span of control.

The total number of full-time staff was never in excess of sixteen (1981-1982), and workers were often required to possess a variety of skills. This may have been partly responsible for the decrease in specialisms contracted out. An increase in volunteer services may also have decreased the need for part-time specialists (Lederis, 1985, pers. com.).

Table 33 (p. 171) represents the overall percentage increases of contextual and structural dimensions from 1978 to 1984.

TABLE 33
Overall Percentage Increases of Changes in Contextual and Structural Dimensions 1978 - 1984

Dimensions	Years						Overall % Increase
	1978	1979	1980	1981	1982	1983	1978-1984
Contextual Dimensions:							
-Size	5	13 1/2	11 1/2	16	15 1/2	12 1/2	150%
-Charter	5	10	8	8	6	8	60%
-Location	1	1	2 1/2	2 1/2	2 1/2	3	200%
-Interdependence	1	17	13	14	11	8	700%
Structural Dimensions:							
-Specialization	4 1/2	6 1/2	6 1/2	7	7 1/2	7 1/2	66.6%
-Standardization	2	2	4	4	4	9	350%
-Formalization	19	22	22	22	23	28	47.3%
-Centralization of Authority represented by % of decision making areas for which the Managing Director is responsible	75%	86.3%	86.3%	86.3%	86.3%	68.1%	-6.8%
-Configuration	4	7 1/2	5	5	6	4	0%

Problem C, Applicability of the Aston Methodology for the Collection of Time Series Data of a Sport and Recreation Service Organization's Structure

The Aston methodology was found to be applicable for the collection of time series data to examine the structural development of the central administrative body of the Alberta Games Council. The data collecting instrument was developed by Pugh et al. (1968) and identified

as an 'Information and Data Quantification Schedule'. The original long form of the instrument was found to contain many scales and subscales which would not have been applicable to the organization under investigation. As had been done by previous researchers (Inkson et al., 1970; Newberry, 1971; Geeraerts, 1984), the data collecting instrument was modified by the investigator to meet the specific needs of the study.

In addition to seeking information about the contextual and structural dimensions of the organization, in Parts I and II respectively, the data collecting instrument included a section addressing five environmental dimensions (Part III). Examination of this data would reveal relationships between the environmental and contextual dimensions and relationships between contextual and structural dimensions. Changes in structure were then identified and attributed to changes in a number of contextual and environmental dimensions. The methodology employed facilitated the collection of the data necessary to complete this study.

The completed 'Information and Data Quantification Schedules', as well as the semi-structured interviews conducted with the organization's staff, provided full and rich descriptions of the organization's structure. A few categories of the data collected have been previously identified as incomplete (i.e. the environmental dimensions). This was due primarily to the incomplete records kept by the Alberta Games Council, not to a weakness in the data collecting instrument.

The original long form of the data collecting instrument, modified by the investigation, proved most useful in the collection of time-series data. A large number of scales were either omitted or modified to facilitate the expedient collection of data. Unlike the original

Aston studies (Pugh et al., 1963), which collected and utilized cross-sectional data, this investigation was sensitive to changes in the organization's structure over time. Data was presented on an annual basis for a six year period.

This study was not totally dependent upon the use of perceptual data. At least 90% of the collected data was verified by written sources, and thus the study was not as dependent upon perceptual bias as some of the earlier Aston studies (Pugh et al., 1963; 1968, Pugh and Hickson, 1976).

The methodology was easily and expediently employed, and the data collected was never superfluous. The Aston methodology was found to be highly applicable for the collection of time series data of a sport and recreation service organization's structure.

CHAPTER 6

SUMMARY, CONCLUSIONS AND IMPLICATIONS

Summary

This study was concerned with the examination of the structural development of the central administrative body of the Alberta Games Council. A secondary concern was the applicability of the Aston methodology for the collection of time series data. This study was undertaken as a longitudinal case study recording the changes in structure of the central administrative body of the Alberta Games Council. The methodology used was that developed and applied by the Aston researchers (Pugh et al., 1963, 1968, 1969). A modified Aston 'Information and Data Quantification Schedule' (Pugh et al., 1968, 1969) was used to examine structural, contextual and environmental dimensions of the organization's structure.

Three main questions were posed as problems to be investigated. Problem B was further divided into subproblems which asked more specific questions. The three problem questions were:

PROBLEM A

What were the antecedents prior to 1978 which led to the establishment of the Alberta Games Council?

PROBLEM B

What changes occurred in the Alberta Games structure beginning May 16, 1978 and ending March 31, 1984?

Subproblem B1

What changes occurred to the contextual dimensions of the Alberta Games Council between May 16, 1978 and March 31, 1984?

Subproblem B2

What changes occurred to the structural dimensions of the Alberta Games Council between May 16, 1978 and March 31, 1984?

Subproblem B3

What changes occurred to the environmental dimensions of the Alberta Games Council between May 16, 1978 and March 31, 1984?

Subproblem B4

What are the relationships between environmental and contextual dimensions between May 16, 1978 and March 31, 1984?

Subproblem B5

What are the relationships between the contextual dimensions and the structural dimensions between May 16, 1978 and March 31, 1984?

PROBLEM C

Is the Aston Methdology applicable for the collection of time-series data of a sport and recreation service organization's structure?

Conceptual Background

Two themes underlay the four main questions addressed in this study. The first was the concept of structure. Structure has been conceptualized as a means for attaining the objectives and goals of an institution (Drucker, 1974:52). It is a multi-dimensional concept; a set of complex variables which are in a constant state of evolution. This study, like earlier ones (Heron, 1972:179), assumed that structure "both reflects and accounts for much of the behaviour of personnel within organizations".

The second theme was the concept of growth. Growth was conceptualized as the changes which occurred within the organization as it became more complex over time. These changes included: an increase in membership or employment; the acquisition of funds; and the expansion of product lines or services. The literature has suggested that organizations move through a number of growth stages (Heron, 1972; Greiner, 1972; Katz and Kahn, 1978).

Methodology

This study was developed as a longitudinal case study. Qualitative and some quantitative data were collected for each set of structural, contextual and environmental dimensions for each of the six years under investigation. Data were collected for each fiscal year utilizing a modified short form of the Aston interview schedule (Inkson et al., 1970). The data collecting instrument was responded to by senior staff members of the Alberta Games Council. These interview sessions were tape recorded, and the data were later verified with the written responses on the interview schedule.

With an 'Interview and Data Quantification Schedule' data were collected from the Alberta Games Council's historical files for each of the six fiscal years under examination. At least two sources of data were required for each of dimensions examined for each fiscal year (i.e. one 'Information and Data Quantification Schedule' completed by an Alberta Games Council staff member and one completed by the investigator). Responses were tabulated for all three sets of dimensions. Changes in each set of dimensions over time were recorded and compared with one another. Changes in environmental dimensions were compared with changes in contextual dimensions. Changes in contextual dimensions were compared with changes in structural dimensions. The applicability of the Aston methodology for the collection of time-series data was also discussed.

Findings

Problem B, Changes in the Alberta Games Council's Central Administrative Structure Between May 16, 1978 and March 31, 1984

Subproblem B1, Contextual Dimensions

Eight contextual dimensions were examined for each of the six fiscal years. These were: origin and history; ownership and control; size; charter; technology; location; resources; and interdependence. The resource dimension was presented under the set of environmental dimensions (Subproblem B3). No changes were identified in the origin and history and ownership and control dimensions. Changes were identified in the remaining five dimensions: size; charter; technology; location and interdependence. Technology and location experienced

moderate and incremental growth over time. Size, charter and inter-dependence increased over the six year period but unlike technology and location, these three dimensions of structure also experienced periods of decline. One of the greatest periods of growth of these contextual dimensions occurred between year one (1978-1979) and year two (1979-1980).

Subproblem B2, Structural Dimensions

Specialization of activities, standardization of procedures, and formalization of functions and roles increased over time. Authority remained highly centralized in the position of the Managing Director for the first five years under investigation (1978-1983). There was a slight decentralization of authority during the final year under investigation (1983-1984). Configuration was represented by the chief executive's span of control which increased dramatically between the first and second years under investigation (1978-1979, 1979-1980) then slowly decreased to the same level in year six (1983-1984) as it was in year one (1978-1979).

Subproblem B3, Environmental Dimensions

Five environmental dimensions were examined for each of the six fiscal years under investigation. These were: technology/patents; constraints on decisions; capital/profits; staff/personnel; and raw materials/finished products and services. The Alberta Games Council received a progressively larger supply of all these resources except constraints on decisions. A finite number of organizations were able to affect the decision making ability of the Alberta Games Council. These

included the provincial government, the Alberta Division of the Western Canada Lottery, host municipalities, and provincial sport governing bodies. An increasingly larger number of organizations provided technology, capital, staff and raw materials to the Games Council over the six year period. In most cases these resources were supplied on a donations/ volunteer basis. The Alberta Games Council's mandate outlined a small fixed number of responsibilities which regulated the type and amount of resources the organization supplied to the environment. These activities included: the delivery of the provincial Games and their legacies; the Sport Outreach program; and special projects (i.e. Coaches Congress; Intersport Conferences).

Subproblem B4, Changes in environmental dimensions compared with changes in contextual dimensions

Increases in the four environmental dimensions of: technology/ patents; capital/profits; staff/personnel; and raw materials, finished products and services were found to be positively related to growth in the contextual dimensions of: size, location, charter, and interdependence.

Subproblem B5, Changes in contextual dimensions compared with changes in structural dimensions

The contextual dimension of location was identified as having the strongest positive relationship to specialization of activities, standardization of procedures and formalization of functions and roles. Technology was also found to be closely related to these three structural dimensions. Changes in the contextual dimensions of size, charter

and interdependence were found to be somewhat positively related to changes in specialization, standardization and formalization.

Problem C, Applicability of the Aston Methodology

The Aston methodology was found to be highly applicable for the collection of time-series data for the examination of the structural development of the central administrative body of the Alberta Games Council. A modified, open-ended information and data quantification schedule facilitated the collection of data describing changes in the structural, contextual and environmental dimensions of this sport and recreation service organization over the six year period of investigation.

Conclusions and Discussion

The Alberta Games Council experienced a significant number of changes throughout its informal and formal history. What began as a program initiative of Sport Alberta in 1973 became a provincial crown corporation in 1978. In 1984 its mandate was broadened to include not only the provincial Games, Sport Outreach and a few special projects, but nineteen other major program initiatives. Throughout its formal history (1978-1984), its central administrative structure grew in a number of areas, most notably: specialization of activities, standardization of procedures and formalization of functions and roles.

The Aston studies demonstrated that three contextual dimensions, size, interdependence, and to a lesser degree, technology, were predictors of bureaucratic structure. Pugh and Hickson (1976:10) identified the following relationships:

size - with - structuring of activities
- bigger organizations are likely to be highly structured

dependence - with - concentration of authority
- the greater the dependence, the greater the concentration of authority

technology - with - some configuration features (i.e. line of control)
- organizations with integrated and automated technologies will control work by means of procedures

Pugh and Hickson (1976:x) further summarized the findings of the original Aston study as follows:

1. The division of labour (specialization), the existence of procedures (standardization) and the use of written communication and role definition (formalization) are highly related and can be summarized by a single structural dimension called 'structuring of activities'. This dimension is primarily related to the size of the organization, and secondly to its technology. Large organizations with automated and integrated technologies will have more specialists, more procedures, and will use written means of communication and role definition. Size is quite clearly the most important factor here.

2. The locus of authority (centralization) is negatively related to specialization, and a number of measures of centralization can be summarized by a single structural dimension called 'concentration of authority'. This is primarily related to the dependence of the organization on other organizations. Those organizations which are dependent on other organizations by virtue of ownership ties or economic integration will centralize many decisions.

3. Various aspects of role structure such as the number of employees in the direct line hierarchy, the span of control of the first line supervisor, and so on, are related and can be summarized by a single structural dimension called 'line control of workflow'. Organizations with integrated and automated technologies will control work by means of procedures and specialists outside the chain of command, and vice versa.

A number of replications and extensions have supported the original Aston findings (Pugh et al., 1968, 1969). The high relationship of size and structuring of activities was supported by Hinings and Lee (1971), Inkson et al. (1970), and Child (1972, 1973). The relationship between size and structuring has been found to be a characteristic of organizations in general (Pugh and Hinings, 1976:164). Hinings and Lee (1971:3-10) attempted a small scale replication of the Aston studies. Their sample consisted of nine subsidiary manufacturing organizations from Coventry, Warwickshire. Their data were compared with that obtained from the 31 manufacturing organizations in the original sample (Pugh et al., 1968, 1969). The effects of size established by Pugh et al. (1968, 1969) were evident. The Coventry sample was less than the 250 employee mark used in the Birmingham study, yet similar results were produced. Hinings and Lee (1971:11) tentatively concluded that "the original predictors on the effects of size may be applicable to a rather wider range of organizations than were included in the original sample."

The second major relationship, that of dependence with concentration, was supported in replications by Hinings and Lee (1971) and Inkson et al. (1970). Finally, the relationship between technology and some aspects of role structure was also noted in the abovementioned replications. Any comparison of the results of this study with those of earlier Aston studies must be prefixed with a description of the uniqueness of the Alberta Games Council as well as this study.

The Alberta Games Council

The Alberta Games Council was established in 1978 as a provincial crown corporation accountable to the Minister of Recreation, Parks and Wildlife (1978-1979) and later to the Minister of Recreation and Parks (1980-1984). Although the office of the Minister was responsible for the directions undertaken by the Council, in practice, the members of the Board of Directors and the Managing Director held the base of power within the organization. Much of the ideology that influenced the Council's activities emanated from the members of the Board of Directors and the Managing Director.

The members of the Board were all highly successful individuals within their respective professions. Their appointments were made by the Minister in consultation with the Chairman of the Board of Directors. Such a high profile group of individuals would no doubt have enabled the Council, on both formal and informal bases, to interact with other professionals and professional organizations. This interorganizational communication would have benefited the Council in a variety of ways.

By communicating more with government members and civil servants, these individuals may have been able to acquire a stronger position for the Council on the government's list of priority programs. Such a favourable position would serve to legitimize the Council's existence and perhaps increase its level of resources (i.e. funding). Corresponding with private enterprise would ensure a steady flow of incoming resources. By maintaining positive working relationships with provincial sport governing bodies and recreation and cultural

associations, the Alberta Games Council would continue to legitimize its activities and secure a proper place for itself within the general environment of sport and recreation service organizations.

Unlike the original Aston sample (Pugh et al., 1968, 1969), which included slightly more than a two to one proportion of manufacturing to service organizations (31 to 15), this study examined but one service organization. Sport and recreation opportunities were offered to the citizens of Alberta. As opposed to producing a tangible product, the Council was initially faced with the task of promoting a belief that individuals could be happier, healthier, and live richer lives if they were actively involved in the Council's programs. Potential sponsors likewise needed to be convined of the social importance of the Council's programs. Through their donations of a wide range of resources, both individual volunteers and corporate sponsors directly supported the Council's philosophy of sport and recreation.

This value-based alignment was as, if not more, important to the Council than was privately acquired financial support. Unless its actions were legitimized in the eyes of the provincial government and corporate sponsors, it would never have received the resources necessary to continue functioning. Not unlike other service organizations, the Games Council was never self-supporting. Its services and programs were offered for little or no charge at all.

Some aspects of the organization's structure were difficult, if not impossible, to measure. Centralization of authority was examined, raw scale scores produced, and levels of decision making authority were established for a variety of decisions. The centralized decision making

at or near the level of the Managing Director seemed to suggest that the Board existed in name only. Examination of the minutes of the meetings of the Board would lend support to this suggestion (Alberta Games Council, 1978-1984, Minutes of Board Meetings). The majority of proposals were introduced by the Managing Director with nearly unanimous support from the members of the Board. In fact, the minutes of these meetings included only the most general of details.

Technologies employed by the Alberta Games Council were examined. These included operations, materials and knowledge technologies. Both operations and materials technologies were easily measured. The Council employed relatively unsophisticated forms of these technologies in the delivery of its programs. Knowledge technology was addressed, yet not measured with any degree of completeness or conclusiveness. As a provincial crown corporation, the Council was initially viewed as a somewhat bureaucratic organization. In order to co-exist with other public and private organizations, certain operational procedures and practices were assumed to have been prerequisites. Yet the data showed only a moderate degree of specialization, standardization and formalization within the organization's structure.

Ideology, as well as its sources, was also very difficult to measure. For the purpose of this study, ideology was defined as ". . . the body of ideas on which a particular political, economic or social system is based" (Webster's New World Dictionary, 1978:696). Legislation which formally established the Council (the Alberta Games Council Act, 1978) set forth its goals, and guidelines. Both the goals and guidelines were sufficiently general to allow the Council considerable

freedom in developing its own ideology. This study seems to suggest, although there is no clear evidence, that the Council's staff and members of the Board developed its ideology. With respect to the measurement thereof, it can only be suggested that the "body of ideas" emanating from these sources would likely increase in size and scope as the numbers of staff members as well as staff experience increased.

The official goals of the organization were also examined. As outlined in the Alberta Games Council Act (Revised Statutes of Alberta, 1978, Bill 14, p. 2), the objects of the Council were to

> (a) organize, manage and operate periodic athletic events called the "Alberta Games";
> (b) institute and carry out programs designed to encourage the residents of Alberta to
> (i) participate in individual and team sports for recreational purposes, or
> (ii) enter regional games and the Alberta Games;
> (c) encourage persons and organizations to assist in the promotion and operation of programs carried out by the Council by
> (i) providing services and gifts of money, trophies, equipment or any other things, or
> (ii) making available facilities and staff.

The Alberta Games Council did indeed operate periodic athletic events called the "Alberta Games" (see Appendix C, p. 240 for a list of provincial Games). The Sport Outreach program, initiated in 1979 in the form of sport clinics, was designed to encourage Albertans to participate in both individual and team sports. This program was broadened to include both one day sport clinics and camps (two to five days) as well as a scholarship component. Primary participants were those individuals under the age of eighteen.

During 1978-1979, the Council developed policies to include family, special group and cultural participation in the Games. The

1979 Summer Games in St. Albert were the first to include these components. Senior's events were also included in the Summer and Winter Games prior to the establishment of the first Seniors Games in the summer of 1980. These program initiatives no doubt supported the sport participation of Albertans.

Participation in Summer, Winter and Seniors Games generally increased over the six year period investigated (see Appendix C, p. 240). Participation in zone eliminations rapidly grew over the same period (Gibb, 1984, pers. com.; Lederis, 1985, pers. com.). The Sport Outreach program was tremendously successful with respect to the large numbers of participating youths and sport disciplines represented (Table 2, p. 78). This study has not attempted to determine what influence, if any, the Alberta Games' program initiatives may have had on regional games participation (i.e. the Central Alberta Summer Games). Nor has this study been able to relate increased levels of participation in Council sponsored programs with general individual and team sport participation levels throughout the province between 1978 and 1984.

With respect to the third object of the Council, efforts made toward this goal seemed to be successful. The Council received approximately one third of its funding from private enterprise (Gibb, 1984, pers. com.). In addition, corporate sponsors donated various goods and services from hot dogs and juice to accounting and legal services (Gibb, 1984, pers. com.). Local host communities regularly donate their facilities for the conduct of the provincial Games, as did a multitude of other communities for the staging of zone eliminations. The provincial departments of Recreation, Parks and Wildlife (later Recreation and

Parks) and Alberta Culture, provincial sport governing bodies, municipal recreation departments, universities, colleges, schools, sport, recreation and cultural associations and municipal recreation departments all donated staff services to the Games movement between 1978 and 1984.

In summary, the Council achieved objects (a) and (c). With respect to object (b), the Council was successful in promoting the activities of the Alberta Games, which may or may not have directly influenced provincial participation in those activities at other sites and times. An athlete preparing to compete in a sport at a zone level would most likely be a member of a club or team, and increase his/her level of participation in preparation for the competition. Yet it was not the purpose of this study to identify possible relationships between participation in the Alberta Games Council's program initiatives and general individual and team sport participation by Albertans. This inquiry would be best addressed in a separate investigation. The Council achieved several of its formally stated objects between 1978 and 1984.

As well as examining the official goals of the Council, the study also attempted to identify the operative goals of the organization. These operative goals "designate the ends sought through the actual operating policies of the organization; they tell us what the organization is actually trying to do, regardless of what the official goals say are their aims" (Perrow, 1969:66). These operative goals guide the ". . . major operating policies and daily decisions of the organization's personnel (Nicholls, 1982:14). They were identified in statements by the Council's professional staff and through the allocation of resources and planning.

The delivery of the provincial Games, the Sport Outreach program and special programs such as the '88 Olympic Search were all examples of official goals imbedded in the Council's operative goals. The '88 Olympic Search program received a considerable amount of attention in 1983-1984. Community oriented sport festivals including the winter olympic sports were eligible for funding from the Council. The 1984 Crowsnest Pass Winter Games were the first provincial Games to include all nine winter olympic sports. Through the introduction and promotion of these sports, the Council hoped to increase the number of Albertans on national teams representing Canada at the 1988 Winter Olympic Games in Calgary. The recruitment of volunteers to assist in the delivery of these programs emerged as an important operational goal. Equally important as an operational goal was the solicitation of goods and services from public and private corporations, as well as the legitimation of the Games Council's activities. Promotional and marketing efforts were directed toward the achievement of this latter operational goal.

Methodological Considerations

This investigation was an extension of the original Aston studies (Pugh et al., 1968, 1969). The same methodology was employed with a slightly modified information and data quantification schedule. To a certain degree the findings of this examination of one service organization challenge those of the original Aston studies.

Firstly, the methodology was challenged. Would this study yield sufficient enough data to enable certain statements to be made about changes in structure? Would the methodology be sensitive enough to

record the subtle changes which occurred in the organization's structure over time? Conversely, would the methodology be powerful enough to compensate for the incomplete and discontinuous record keeping practices of the organization and yield sufficient data to describe changes in structure?

In practice, the strengths of the methodology were noted. Both primary and secondary data were collected. The open-endedness of the data collecting instrument facilitated the collection of any and all information deemed pertinent to the study by the principal investigator and respondents alike. Sources of relevant secondary data available outside of the organization were identified and accessed. These historical records (i.e. Alberta Recreation and Parks Annual Reports) often provided the missing pieces of information to complete the Council's history. Irrelevant data were immediately identified and easily omitted from the findings. Where numbers of collected data were small, as was often the case in this study, the methodology was found to be neither inappropriate nor ineffective. Statements, although sometimes qualified, were able to be made concerning the relationships between context and structure, and the changes in structure over time.

Secondly, the findings of the original sample were challenged. This study observed the following relationships and changes in structure between 1978 and 1984. Location and technology were found to be the greatest predictors of structure. Increases in the number of operating sites and technology employed were found to be related to increases in specialization, standardization and formalization. The organization became increasingly dependent upon others for its personnel, financial,

and physical resources while at the same time it exhibited a high degree of centralization of authority within the position of the Managing Director. The size and charter of the organization, which fluctuated over time, was also found to be somewhat related to specialization, standardization and formalization. This research has supported, in part, the early Aston findings (Pugh et al., 1968, 1969).

Filley and Aldag (1980:32) emhasized the employment of longitudinal investigations to study the growth and development of organizations. Although this study was longitudinal in nature, the entire formal history of the Alberta Games Council spanned but six fiscal years. As a result, the discussions of organizational growth and possible identification of growth stages have been limited. No single criteria was identified or utilized for the establishment and description of growth stages.

Growth Stages

The Alberta Games Council grew in a variety of ways. There were increases in staff and in the number of operating sites. Programs and technologies were expanded and new ones were added. Both the levels of incoming (i.e. funding) and outgoing (i.e. equipment) resources increased dramatically over time. Changes occurred in the organization's structure as well. The Games Council grew slightly more specialized, standardized and formalized (Table 33, p. 171).

Starbuck (1965, 1971:165) identified four kinds of models of organizational growth. The metamorphosis models explain organizational growth "as characterized by abrupt and major transformations which

identify specific periods in an organization's history" and distinguish these from other periods. Greiner (1972:37) described five phases of development through which organizations pass. While Starbuck's (1965, 1971) classification sharply distinguished periods of growth history from one another, Greiner (1972) attempted to describe these growth periods, the demands they placed upon the organization, and the resulting structural changes. Both of these conceptualizations of growth were employed in the identification of growth stages manifested in the organization's history.

Greiner's (1972) five phases of development each contain an evolution or growth period and a revolution or crisis period. This period of crisis forces the organization to make some adjustments in structure in order to survive and move on to the next phase. During the informal period of the Alberta Games Council, 1974-1978, the organization experienced growth through creativity. Ideas, concepts and strategies were employed by a number of individuals and organizations to bring the Games to fruition. Many conflicts occurred among these individuals during this period (Nichols, 1982). There appeared to be a definite lack of strong central leadership supported by the organization's members and movement's supporters.

This period was very similar to Greiner's (1972) first phase of organization development. In this phase, the evolution period is one of growth through creativity. The revolution period is characterized by a crisis of leadership. In order to solve this dilemma, the organization must alter its structure to provide a high degree of direction and centralization of authority. The passage of the Alberta Games Council

Act in 1978 formally established the organization's hierarchy and centralized decision making authority. Beginning in May, 1978 and continuing to march 31, 1984, the Council experienced its second period of evolution, one characterized by growth through direction.

A second revolution period emerged informally during 1982 and 1983 and resulted in the Alberta Games Council Amendment Act in 1984. This period was characterized by a crisis of autonomy. Between 1982 and 1984, the provincial government examined a variety of options available to them to improve the coordination of Sport in Alberta (Alberta Department of Recreation and Parks, 1982). The Games Council was viewed as one of the primary organizations involved in the delivery of sport in the province. Also examined were the ways and means through which the Council could more effectively achieve its goals. The crisis of autonomy, formally evident during 1983-1984, resulted in the creation of the Alberta Sport Council (formerly the Alberta Games Council). This new Council was given an expanded mandate and increased resources (see Appendices G through J, pps. 249-257). Examination of the organization chart (Appendix J, p. 257) suggests that a third phase of evolution will be characterized by growth through delegation in the years beyond 1984. The number of functional departments were increased; the number of staff members more than tripled (Gibb, 1985, pers. com.). Functional departments were awarded additional responsibilities. The centralization of authority at the level of the Managing Director was decreased (Table 33, p. 171).

In order to describe the Council's growth stages, periods both before and after the organization's formal history (1974-1978 and after

April 1, 1984) were examined. Two growth phases were identified. These included: growth through creativity (1974-1978) and growth through direction (1978-1984). Each growth phase was ended by a crisis period, forcing the Council to make adaptations (e.g. structural changes) for survival and continued growth. These periods of revolution were characterized by crises of leadership and autonomy respectively.

Bureaucratization

The literature has suggested that increasing bureaucratization is an indication of organizational growth and development. The Aston researchers reported that organizations could be bureaucratic in any number of ways (Pugh et al., 1968, 1969). The concept of equifinality suggests an organization can achieve its goals through a variety of paths. Throughout its history, the central administrative structure of the Alberta Games Council slowly acquired some of the characteristics of bureaucracy. Weber's (1947) ideal bureaucracy was a normative description of how organizations were to be structured. There should be: a division of labor; a well defined authority hierarchy; high formalization; an impersonal nature about the organization's activities; employment decisions based on merit; career opportunities within the organization for employees; and a distinct separation of member's organizational and personal lives (Robbins, 1983:190).

Bureaucracies are designed to operate in stable environments, where uncertainty is minimized. Unfortunately, few organizations operate in such stable environments. Most organizations experience two opposing forces. Bureaucratization helps an organization maintain

stability and reduce uncertainty in its internal environment, while innovation promotes flexibility within an organization and reduces uncertainty in the external environment. These opposing forces have complimentary effects on the organization (Michael, 1981:18).

As early as 1982, the Alberta Games Council was aware of the provincial government's desire to improve the coordination of sport in Alberta. The provincial government had identified the Alberta Games Council as one of the three major organizations (the other two were Sport Alberta and the provincial government, Department of Recreation and Parks) responsible for the coordination and delivery of sport in Alberta (Alberta Department of Recreation and Parks, 1980). The Council was familiar with the proposed alternative structures for the delivery of sport identified by an ad hoc committee in 1982 (Alberta Department of Recreation and Parks, 1982). One of the alternatives called for the creation of a new provincial sport coordinating body. As a result of this knowledge, the Alberta Games Council may have cautiously considered any and all changes in its administrative structure due to perceived forthcoming changes in its mandate.

Bill 21 was passed effective April 1, 1984. The Alberta Games Council became the Alberta Sport Council. Within six months, the Sport Council had triple the staff of its predecessor; formalized their roles; assumed responsibility for highly specialized program activities; standardized a tremendous number of operating procedures; decentralized authority; and significantly altered its configuration compared to that of the Alberta Games Council. Were it not for the introduction of this new legislation, the Alberta Games Council may have grown more

bureaucratized. It is suggested that the impending legislation (Bill 21), of which the Games Council was fully aware, discouraged the Council from making further significant changes in its administrative structure during the last two years of its existence (1982-1984).

Implications

Implications for the Alberta Sport Council and Other Sport and Recreation Organizations

The Alberta Games Council no longer exists as a formal organization. Legislation effective April 1, 1984 altered the legal identity of the Alberta Games Council as well as its mandate. The Alberta Games Council Ammendment Act, Bill 21 (1984) transformed the Alberta Games Council into the Alberta Sport Council. The new Alberta Sport Council has a much broader mandate than its predecessor. It also has greater authority to act on the behalf of sport in Alberta. It was a tribute to the efforts of the Alberta Games Council that it was not just released of its charter and mandate, and dissolved. Bill 21 altered the structure of the Games Council and broadened its mandate. Many of the Games Council's staff moved into similar positions with the Alberta Sport Council. The Sport Council continued to operate out of Calgary, as had the Games Council, but moved to a larger office.

Greiner (1972:37) contended that organizations learn from their past. If we accept that principle then the Alberta Sport Council will have a seven year history (1977-1984) of Games Council experiences from which to draw upon for possible future directions. At least two present

staff members of the Alberta Sport Council (Managing Director, Competition's Director) were employed by the Games Council in 1977 and so have a seven year history of experiences themselves. The Alberta Sport Council assumed the responsibilities held by its predecessor and retained most of its staff.

This study may provide the Alberta Sport Council with a more precise picture of its predecessor with respect to its structure and operations. It has examined the growth of the central administrative structure of a sport and recreation service organization. The Alberta Sport Council will undoubtedly consider a variety of different administrative structures in the future. It is presently responsible for twenty-one program initiatives.

Through the delivery of its services and programs, the Sport Council will interact with hundreds of organizations and thousands of individuals. Many of these organizations will be volunteer in nature, young in history, simple in structure, short on funds, but vital to the healthy development of the delivery of sport and recreation services in Alberta. Some of these organizations may resemble the Alberta Games Council. An understanding of the Games Council's structure, both its strengths and weaknesses, will enable the Alberta Sport Council to work harmoniously and effectively with these organizations.

This study may offer the Alberta Sport Council, individuals and other organizations a view of how one service organization developed its structure, interacted with the environment, and delivered its services to the sport and recreation communities of Alberta. Hopefully, it may serve as one of many tools to help guide the future development of sport and recreation service organizations in all fields.

Implications for Future Research

The study has indicated that the Aston methodology is appropriate for the study of administrative structures of sport and recreation service organizations. The methodology is both simple and inexpensive to employ. By collecting data for equidistant periods of time in an organization's past, this methodology provides the researcher with rich, full pictures of an organization's history. The following suggestions are made with respect to future research.

1. The original information and data quantification schedule (Pugh et al., 1968, 1969) as well as modified versions by Newberry (1971), Heron (1972), and Betchinski (1984) should be re-examined and efforts then directed toward the development of a universal data collecting instrument which could be employed by researchers investigating the growth and development of sport and recreation organizations.
2. Researchers should continue to challenge the Aston methodology for the collection of time series data for a variety of sport and recreation related organizations. These investigations would include both short and long term histories of volunteer organizations, service organizations and profit making organizations.
3. Future investigations employing this methodology would serve to challenge the original findings. Results of these studies would either lend weight to, or qualify, the original Aston predictors of structure for a variety of organizations.

4. Sport and recreation related organizations should receive the same academic inquiries as do other service and manufacturing organizations. Comparative studies should be conducted to note the similarities and differences between sport and recreation related organizations and other organizations in general. These studies would enable sport and recreation related organizations and other organizations in general. These studies would enable sport and recreation administrators and planners to benefit from the general body of organizational development theory.
5. The central administrative structure of the Alberta Sport Council should be examined, beginning April 1, 1984, utilizing the Aston methodology. The Alberta Games Council represents the birth and youth growth stages of an organization which was radically modified structurally and renamed the Alberta Sport Council. This future research would continue to provide a history of the structural development of the Alberta Games Council in its new identity, the Alberta Sport Council.

These potential future research projects should be conducted for present and future planners and administrators particularly in the fields of sport and recreation. Greiner (1972) believed that the knowledge of an organization's history was instrumental when applied toward the resolution of organizational crises. By adding to the body of knowledge of organizational growth and development, we may better prepare the sport and recreation administrative professionals to address the organizational dilemmas of tomorrow.

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APPENDIX A

LETTER OF REQUEST FOR PERMISSION TO BEGIN THE CONDUCT OF THE STUDY AND OUTLINE OF ANTICIPATED PARTICIPATION ON THE BEHALF OF THE ALBERTA GAMES COUNCIL

September, 1984

Max Gibb
Alberta Sport Council
Centre Four Building, 2nd Floor
100, 4th Avenue, S.W.
Calgary, Alberta
T2P 3N2

Max,

Enclosed is my proposal for the investigation of the structural development of the administrative body of the Alberta Games Council. The investigation is principally a case study and will include the utilization of Information and Data Quantification Schedules. A copy of the schedules and directions for completion are also enclosed. In addition to the information gathered through the completion of the schedules, I will need to examine the Alberta Games Council's historical files.

I have received approval from my academic advisors at the University of Alberta to proceed with this study as outlined in the proposal. For completion of this study, I will require the following from your office:

a) Completion of the Information and Data Quantification Schedules by the Managing Director of the Alberta Games Council. A schedule must be completed for each fiscal year beginning 1978 and ending 1984. This should involve a time commitment of approximately three hours.

b) Access to the Alberta Games Council's historical files.

c) Permission to interview other Alberta Games Council staff and/or volunteers.

d) A workspace within the Alberta Games Council office for approximately three days.

The time required to obtain the information from your office should not exceed three days. I am very eager to begin, and would like to do so at your earliest possible convenience. I will call you shortly to set the dates for my visit.

Respectfully yours,

Elaine Betchinski

APPENDIX B

INFORMATION AND DATA QUANTIFICATION SCHEDULE

DIRECTIONS FOR COMPLETING THE 'INFORMATION AND DATA QUANTIFICATION SCHEDULES'

One copy of the 'Information and Data Quantification Schedules' is to be completed by representatives of the organization under investigation for each year examined in the study. The schedules seek a variety of information about the organization within a specific time period (fiscal years from 1978 to 1984 inclusive). The principal investigator will complete the schedules in accordance with the information supplied by the interviewee. The interviewee is asked to provide responses to the best of his/her ability, and, when in doubt, to refer the investigator to written documents or other individuals which may contain and/or supply the required information.

The interviewee is asked to review the schedules and familiarize himself/herself with the type of information required. During the completion of the schedules, the interviewee is encouraged to ask for clarification if necessary and to include any information which he/she may deem supplemental to the responses requested. Completion of the schedules will take approximately 30 minutes for the first year examined. For each successive year that the schedules are completed, less time will be required, owing to the possible repetition of responses and/or less time spent clarifying terms or questions.

Your cooperation in the completion of the 'Information and Data Quantification Schedules' is greatly appreciated.

Thank you,

'Elaine Betchinski

STRUCTURAL DEVELOPMENT OF AN ORGANIZATION

(Information and Data Quantification Schedules)

after

Pugh, D.S., D.J. Hickson, et al. (1968, 1969)

NAME OF ORGANIZATION:

ADDRESS OF ORGANIZATION:

TIME PERIOD OF THE ORGANIZATION'S HISTORY COVERED:

From: _____ to _____ inclusive.

Schedule Number:

Date(s) Data Collected:

INTERVIEW WITH

NAME	POSITION IN ORGANIZATION	APPLICABLE TO SCALES	DATE

DOCUMENTS OBTAINED OR REVIEWED

DOCUMENT TITLE OR SUBJECT	COLLECTED OR NOTES MADE	APPLICABLE TO SCALES	DATE

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IV. Staff or Personnel

V. Raw Materials, Finished Products, Services

PART I

CONTEXTUAL VARIABLES

(Information - Quantification Schedules)

I. ORIGIN AND HISTORY

11.00 A. GENERAL BACKGROUND

Obtain a description of the founding and historical development of the organization.

11.01 B. IMPERSONALITY OF ORIGIN

The organization was founded by:

an existing organization (score 1) _____

a person or personal foundation (score 0) _____

Score: _____

11.02 C. AGE

Date of founding of the whole organization _____

Date of founding of this unit or branch _____

Date of study _____

Age (in years and months) of the organization as described by the data in this schedule. _____

Score age as follows:

Months:				
0 - 5	0	42 - 47	7
6 - 11	1	48 - 53	8
12 - 17	2	54 - 59	9
18 - 23	3	60+	10
24 - 29	4		
30 - 35	5		
36 - 41	6	Score:	____

11.03 D. HISTORICAL CHANGES

Summarize the nature and date of each of the major changes experienced by the organization under

the controlling body: _____

_____

_____

_____

_____

change in type of output: _____

_____

_____

_____

_____

change in site (of main office or units of main office):

_____

_____

_____

_____

_____

11.04 1. Kinds of Changes

Sum the scores (score 1 if so and 0 if not):

Change in controlling body (1 or 0): ____

Change in type of output (1 or 0): ____

Change in location (1 or 0): ____

Score (maximum of 3): ____

11.04 2. Number of Changes

Total the scores under the following:

Change in Controlling Body

3 or more changes	3	
2 changes	2	
1 change	1	
No change	0	Actual No. ____

Change in Type of Output and/or Services

3 or more changes	3	
2 changes	2	
1 change	1	
No change	0	Actual No. ____

Change in Location (of 1 unit or several)

3 or more changes	3	
2 changes	2	
1 change	1	
No change	0	Actual No. ____

Total Score: ____

II. OWNERSHIP AND CONTROL

12.00 A. Members (directors) of the Council or Board. Obtain a published list.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____

If Directors are directors and/or chief executives of other organizations, list these beside each director.

NAME	OTHER ORGANIZATION	POSITION
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		

B. What type of controlling board has this organization?

Elected Board _____
Appointed Board _____
Combination of Elected and Appointed Representatives _____
Government Department _____
Other _____
_____

12.06 C. What percentage of Directors are executives (executives are employees of the branch and/or offices of the central organization exercising control of the branch)?

Director	Executive (score 1 if executive, 0 if not)	Not Executive but employee of Central organization. (score 1 if central employee, 0 if not)	Multiple Directorship (score 1 if director of other organization, 0 if not)
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			

Total Directors

Score $\frac{\text{Total Executives} \times 100}{\text{Total Directors}} = \frac{\quad \times 100}{\times 1} = \quad\%$

12.11 D. Organizational Representation on Policy-Making Bodies.

(Top policy-making body is that of the ultimate unit/group owning the unit of organization under study. Local policy-making body is the lowest intermediate unit between the ultimate unit and the unit under study.)

Circle the appropriate score and enter.

An executive director of the unit is on the top policy-making body	2
An executive director is on the local policy-making body only	1
No executive director is on either body	0

Score: ____

III. SIZE

13.01 A. Total Number of Full Time Positions

(Full time volunteer positions are counted as 1, count part time as 1/2.)

Whole Unit Level

e.g. Chief Executive Officer; Deputeis with the responsibility for the functioning of all activities of the organization; Board of Directors. _____

All Workflow Activities Level

e.g. Responsibility for the entire range of activities on the output; or for a range of functional departments. _____

Workflow Sub-Unit Level

e.g. Responsibility for workflow or functional department. _____

Supervisory Level

e.g. Not engaged in prescribed direct work on the output. _____

Operator Level _____

Total: _____

IV. CHARTER

14.02 A. MULTIPLICITY OF OUTPUT/SERVICE

Describe (and/or list) the products or outputs of your organization.

FINAL COMPLETED OUTPUTS	TYPE OF CUSTOMERS OR CONSUMERS
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	
13.	
14.	
15.	

Scoring:

Two or more outputs.	2
Single output with variation to customer specification	1
Single output with standard variations	0

Score: ____

14.03 B. TYPE OF OUTPUT - PRODUCTION/SERVICE

Circle the appropriate number.

This organization is primarily:

production/manufacturing oriented	1
service oriented	0

Score: ____

V. TECHNOLOGY

15.00 A. TARGET GROUPS AFFECTED

very large	(100+)	____
large	(50-100)	____
medium sized	(26-50)	____
small	(5-25)	____
very small	(less than 5)	____

Most common: _____

B. LENGTH OF PROGRAMS

Shortest _____

Longest _____

Most Frequent _____

C. NORMAL SCHEDULING BLOCK

Programs/services offered once every 2 years: _____

_____

_____

_____

_____

D. TECHNOLOGICAL DEVICES

teaching teams _____

T.V. and film _____

radio _____

written communications _____

programmed instruction _____

other _____

_____

_____

15.06 E. SPECIFICITY OF QUALITY EVALUATION OF OUTPUTS/SERVICES

Circle the appropriate number and enter.

Full measurement ... measures are used over virtually the whole output(s) to compare against precise specification.	2
Partial measurement ... some aspects of the output(s) is (are) measured.	1
Personal evaluation only ... no measuring instruments are used.	0

Score: ____

VI. LOCATION

16.01 A. NUMBER OF SITES/BRANCH OFFICES

The number of non-adjoining operations sites ____

16.02 & 16.03 B. CENTRALITY OF LOCATION

Addresses of sites are:	Number of full time positions:
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

16.02 What is the average distance of the sites from one another?

_____

What is the average distance of the sites from headquarters?

_____

16.03 C. MEAN SIZE OF SITES/BRANCH OFFICES

Number of full time positions (count part time as 1/2 position)? _____

16.04 D. LOCATION RELATIVE TO POLICY-MAKING BODIES

Distance of the unit studied from its nearest local policy-making body? _____

Distance from the unit from the top policy-making body?

_____

16.05 E. LOCATION RELATIVE TO CUSTOMER

The premises of the chief customer(s) are situated (circle the appropriate score):

less than 30 miles from unit	2
between 31 and 80 miles from unit	1
over 81 miles from unit	0

Score: ___

VII. RESOURCES

A. LIST THE FOLLOWING TYPES OF RESOURCES AVAILABLE TO YOUR ORGANIZATION AND THEIR SOURCES OF SUPPLY.

Resources	Sources of Origin
a) Human Resources:	
_____	
_____	
_____	
_____	
_____	

b) Ideational Resources:

_____

_____

_____

_____

_____

c) Financial Resources:

_____

_____

_____

_____

_____

d) Material Resources:

_____

_____

_____

_____

_____

VIII. INTERDEPENDENCE

A. STATUS OF THE ORGANIZATION UNIT

	Score
Principal unit	3
Subsidiary (with legal identity)	2
Head Branch (with headquarters on the same location)	1
Branch	0

Score: ___

B. PUBLIC ACCOUNTABILITY OF THE GROUP

	Score
The group is the ultimate unit/group owning the unit of organization under study.	3
Local and central government	2
Voting shares/stocks quoted on the exchange	1
Unquoted	0

Score: ___

C. SIZE RELATIVE TO OWNING GROUP

The organization's score is its number of full time positions expressed as a percentage proportion of the total number of positions in its ultimate owning group, and transformed as follows:

	Score
under 5% of owning group	3
5 - 29% of owning group	2
30 - 89% of owning group	1
over 90% of owning group	0

Score: ___

18.03 D. TRADE UNIONS

	Score
Full recognition plus time and/or space provided for union use	3
Full recognition	2
Partial or face recognition	1
Non-recognition	0

Score: ___

18.06 E. NUMBER OF SPECIALISMS CONTRACTED OUT

Score 1 for each specialism contracted out.

Note: A specialism is an activity available to the specified unit of the organization by specialists, either independent or from within the owning group.

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

Score: _____

18.11 to 18.16 F. MEMBERSHIP

The organization is scored according to whether it is or is not a member of the associations mentioned below.

If the organization is a member, it is scored "1", if not, "0".

18.11	Any trade association	1	0
18.12	Any employer's federation	1	0
18.13	Any Chamber of Commerce	1	0
18.14	Any research association	1	0
18.15	Any management association	1	0
18.16	Any educational association	1	0

Score: ___

PART II

STRUCTURAL VARIABLES

I. SPECIALIZATION

51.01 A. SPECIALIZATION OF FUNCTION AND ROLE

In order for a specialism to exist at least one person in the organization must devote at least half time to the given special function. For each activity which there is a specialist (working at least one half time on a given special function), score "1", otherwise, score "0".

Circle the appropriate score and enter total on the line provided.

SCALE#	ITEM#	WHO IS REPONSIBLE FOR:	SCORE (Half time - 0 Full time -)
51.02	1	Developing, legitimizing, symbolizing the organi-	1 0
		zation's charter.	
		Role:	
		Public Relations ___	
		Advertising ___	
		Total Score ___	

SCALE#	ITEM#	WHO IS REPONSIBLE FOR:	SCORE (Half time - 0 Full time -)	
51.03	2	Disposing of and distributing output. Alberta Games Sporting and Cultural Events ___ Other Special Events ___	1	0
51.05	4	Acquiring and allocating human resources. Hiring staff ___	1	0
51.07	6	Maintaining human resources and promoting their identification with the organization. Volunteers ___	1	0
51.08	7	Maintaining and controlling materials and equipment. Buying ___ Stores ___ Stock Control ___	1	0
51.10	9	Recording and controlling financial resources. Accounting clerk ___ Salary Officer ___	1	0
51.11	10	Controlling workflow. Long-term planning ___	1	0
51.12	11	Controlling the quality standards for various programs. Established employee performance standards ___ Policy and administration for program evaluation ___ _____	1	0

SCALE#	ITEM#	WHO IS REPONSIBLE FOR:	SCORE (Half time - 0 Full time -)
51.14	13	Devising new programs. Program development (including new Games' activities) ____	1 0
51.15	14	Developing and operating administrative procedures. Organizational methods _____ Statistics collection and analysis _____ Records _____ _____	1 0
51.17	16	Acquiring information on the operational field. Search for athlete's needs _____ Search for cultural performer's needs _____ Search for host community's needs _____ _____	1 0

Note: Each specialism may also be scored.

Total Score: _____

II. STANDARDIZATION

52.00 A. OVERALL STANDARDIZATION

A procedure is defined as an event that has a regularity of occurrence and is legitimized by the organization. Procedures are standardized when there are rules or definitions that purport to cover all circumstances and to apply invariably. For each of the times, circle the appropriate answer in the score column. Score "0" for a No response and "1" for a Yes response.

ITEM #	STANDARDIZATION OF PROCEDURES CONTROLLING SELECTION AND ADVANCEMENT	SCORE
1	Trade Marks	No Yes
2	Participation in Displays and Exhibitions	No Yes
3	Catalogues (Games Books; Rules Books)	No Yes
4	Organizations of Sporting and Cultural Events	No Yes
5	Staff Establishment	No Yes
6	Labour Budgets	No Yes
7	Staff Recruitment Policy	No Yes
7	Provision for Recruitment of Volunteers	No Yes
17,18,25	Provision for Training of Volunteers/Staff	No Yes
26-33,39-42	Provision for Evaluation of Volunteers	No Yes
26-33,39-42	Provision for Evaluation of Staff	No Yes
44-51	Ordering (Purchasing) Procedures	No Yes
43	Stock Control	No Yes
56-61	Long-term Planning	No Yes
62-66	Inspection (evaluation) of overall Organization	No Yes
62-66	Inspection (evaluation) of Programs	No Yes
13	Research and Development	No Yes
f.	Nomenclature for Comparability of Job Positions	No Yes
h.	Routing of Files	No Yes
i.	Market Research	No Yes

TOTAL SCORE: _____

III. FORMALIZATION

53.00 A. OVERALL FORMALIZATION

The degree of formalization of role-definition in the organization is given by the number of specific role-defining documents - from a set list - which exists in the organization, and in some cases, the extent of their application or distribution.

1. Information booklets given to:

None	0
Some employees	1
Many employees	2
All employees	3

2. Number of information booklets:

None	0
One	1
Two	2
Three	3
Four or more	4

3. Organization chart given to:

None	0
Chief Executive only	1
Chief Executive plus one other executive	2
Chief Executive plus all/most department heads	3

4. Written operating instructions:

None	0
Some	1
Many (covering a large number of areas)	3

5. Written terms of reference or job description:

For direct workers	1
For line subordinates	1
For staff (other than line subordinates)	1
For Chief Executive	1

6. Manual of procedures:

No	0
Yes	1

7. Written policies:

None	0
Some	1

8. Workflow (production schedule or program:

None	0
Some	1

9. Written research program or reports:

None	0
Some	1

TOTAL SCORE: _____

IV. CENTRALIZATION

54.00 A. CENTRALIZATION OF AUTHORITY

An organization lacks autonomy if decisions are taken at a level of authority outwith the organization's own structure. The organization's score is the number of decisions, from a set list, which are taken at a higher level of authority.

Method of Scoring: Scoring for the lowest points circled in the Interview Schedule is as follows:

Above Chief Executive Level	5
Whole Unit	4
All Workflow Activities	3
Workflow Subunit	2
Supervisor	1
Operator	0

Note: If no one takes over in the Chief Executive's absence, score 4.

	DECISIONS	SCORE
1.	Supervisor establishment	1 2 3 4 5
2.	Appointment of supervisory staff from outside the organization	1 2 3 4 5
3.	Promotion of supervisory staff	1 2 3 4 5
4.	Salaries to supervisory staff	1 2 3 4 5
5.	To spend unbudgeted or unallocated money on capital items	1 2 3 4 5
6.	To spend unbudgeted or unallocated money on revenue items	1 2 3 4 5
7.	What type, or what brand, new equipment is it to be	1 2 3 4 5
8.	To determine a new product or service	1 2 3 4 5
9.	To determine marketing territories covered	1 2 3 4 5
10.	The extent and type of market to be aimed for	1 2 3 4 5

11.	What shall be costed	1 2 3 4 5
12.	What shall be inspected	1 2 3 4 5
13.	What operations shall be work studied	1 2 3 4 5
14.	Dismiss a supervisor	1 2 3 4 5
15.	Training methods to be used	1 2 3 4 5
16.	Buying procedures	1 2 3 4 5
17.	What supplies of materials are to be used	1 2 3 4 5
18.	The price of the output	1 2 3 4 5
19.	To alter responsibilities/areas of work of specialist departments	1 2 3 4 5
20.	To alter responsibilities/areas of work of line departments	1 2 3 4 5
21.	To create a new department	1 2 3 4 5
22.	To create a new job	1 2 3 4 5

V. CONFIGURATION

55.00 to 55.06 A. NUMBERS OF POSITIONS AND PERCENTAGE NUMBER OF POSITIONS

(Count part time as 1/2 position; indicate whether positions are volunteer or paid.)

Category of Position	Number	Per cent
total number of positions	_____	_____
*direct workers	_____	_____
direct workers - male	_____	_____
direct workers - female	_____	_____
@ workflow subordinates	_____	_____
[i] non-workflow personnel	_____	_____
[ii] clerical workers	_____	_____

Note: *Direct workers: Are those workers personally providing the service or operating on the ouput.

@Workflow subordinates: All those with supervisory or managerial jobs responsible for work on outputs; excluding direct workers and supervisors whose job includes prescribed direct work. Excludes secretaries and typists but includes deputies and assistants.

[i]Non-workflow subordinates: All those with no direct or supervisory responsibility for work on the outputs.

[ii]Clerical workers: All those non-workflow personnel whose main prescribed task is writing and recording (including records in other than written form) who have no supervisory responsibility. Having a subordinate typist does not count as supervisory responsibility, for the purpose of this definition.

55.08 B. CHIEF EXECUTIVE'S SPAN OF CONTROL

The Chief Executive's span of control is the number of subordinates who report directly to the Chief Executive, with no intervening level, whatever the status of level of the subordinate may be. A Chief Executive's secretary is not counted for the purpose of this definition. The organization chart should be studied in conjunction with the Interview Schedule.

Chief Executive's Span - Score: _____

55.09 C. SUBORDINATE TO SUPERVISOR RATIO

The ratio is the number of subordinates (direct workers) per first line workflow supervisor (supervisor = the lowest job which does not include prescribed direct work).

$$\frac{\text{number of direct workers}}{\text{number of supervisors}} = _____ = \text{supervisor ratio} = _____$$

55.43 D. VERTICAL SPAN

The organization chart should be studied before completing this. Vertical span is the number of job levels between direct worker and Chief Executive of the unit of organization under study, counting both the direct worker and the Chief Executive, and also deputies and assistants, but excluding deputies To, and secretaries.

Where there is more than one "line" and the lines are of varying heights, the longest is taken.

Vertical Span = Score: _____

PART III

ENVIRONMENTAL VARIABLES

I. TECHNOLOGY/PATENTS

A. LIST THE NUMBER OF ORGANIZATIONS THAT CAN OR DO PROVIDE TECHNOLOGY.

B. LIST THE NUMBER OF ORGANIZATIONS THAT TAKE OR COMPETE FOR PATIENTS.
(including exclusive rights, titles or licences to produce, sell or get profit from inventions, processes or programs)

II. CONSTRAINTS ON DECISIONS

A. LIST THE NUMBER OF ORGANIZATIONS THAT CAN OR DO PROVIDE CONSTRAINTS ON DECISIONS.

B. LIST THE NUMBER OF ORGANIZATIONS THAT TAKE OR COMPETE FOR DECISION FREEDOM.

III. CAPITAL/PROFITS

A. LIST THE ORGANIZATIONS THAT CAN OR DO PROVIDE FUNDS OR CAPITAL.

B. LIST THE ORGANIZATIONS THAT TAKE OR COMPETE FOR PROFITS.

IV. STAFF OR PERSONNEL (INCLUDING VOLUNTEERS)

A. LIST THE ORGANIZATIONS THAT CAN OR DO PROVIDE STAFF OR PERSONNEL.

B. LIST THE ORGANIZATIONS THAT TAKE OR COMPETE FOR STAFF OR PERSONNEL.

V. RAW MATERIALS/FINISHED PRODUCTS AND SERVICES

A. LIST THE ORGANIZATIONS THAT CAN OR DO PROVIDE RAW MATERIALS.

B. LIST THE ORGANIZATIONS THAT TAKE OR COMPETE FOR FINISHED PRODUCTS, SERVICES, PROGRAMS.

APPENDIX C

ALBERTA GAMES

1974 - 1983

ALBERTA GAMES, 1974-1984

Year	Location	Type	# of Participants*
1974	Calgary	Summer Games	2,001
1975	Red Deer	Summer Games	2,600
1976	Banff	Winter Games	1,521
1977	Red Deer	Summer Games	2,427
1978	Medicine Hat	Winter Games	1,835
1979	St. Albert	Summer Games	3,651
1980	Grande Prairie	Winter Games	3,094
1980	Camrose	Seniors Games	800
1981	Lethbridge	Summer Games	3,769
1982	Lloydminster	Winter Games	3,593
1982	Camrose	Seniors Games	900
1983	County of Mountainview	Summer Games	3,500
1984	Crowsnest Pass	Winter Games	3,000

*Note: This number is exclusive of participating officials.

Source: Alberta Games Council, 1978-1984. Annual Report.

APPENDIX D

ALBERTA GAMES

ZONE STRUCTURE

ALBERTA GAMES ZONE STRUCTURE

Boundaries

In order to ensure that the Alberta Summer (and Winter) Games will include participants from every part of the Province, as well as to motivate each provincial sporting association to spread their efforts and interest throughout the Province, the Province has been divided into 8 zones.

The Alberta Summer (and Winter) Games boundaries coincide with the boundaries of the municipalities as listed below:

Zone 1: The Sunny South

County Numbers: 2, 4, 5, 8, 26
Municipal District Numbers: 6, 9, 14, 26
Improvement District Numbers: 1, 2, 3, 4, 5, 6

Major Centres: Lethbridge, Medicine Hat

Towns Closest to Boundaries: Nanton, Arrowwood, Brooks

Zone 2: Big Country

County Numbers: 16, 17
Municipal District Numbers: 31, 34, 44, 47, 48
Improvement District Numbers: 8, 9
Special Area Numbers: 2, 3

Major Centres: Banff, Olds, High River, Drumheller

Towns Closest to Boundaries: Cayley, Gleichen, Olds, Trochu, Hanna

Zone 3: Calgary - Calgary City Limits

Zone 4: Parkland

County Numbers: 3, 6, 10, 14, 18, 22, 23, 29
Municipal District Number: 52
Improvement District Numbers: 10, 11
Special Area Number: 4

Major Centres: Red Deer, Camrose, Wetaskiwin

Towns Closest to Boundaries: Bowden, Winfield, Millet, Provost, Coronation, Elnora

Zone 5: Black Gold/Yellowhead

County Numbers: 7, 11, 12, 20, 25, 28, 31
Municipal District Numbers: 90, 92
Improvement District Numbers: 12, 14, 15, 16 (Partially)

Major Centres: Leduc, Hinton, Edson, St. Albert, Fort Saskatchewan, Sherwood Park, Grande Cache

Towns Closest to Boundaries: Drayton Valley, Whitecourt, Swan Hills, Athabasca, Redwater, Cooking Lake, New Sarepta, Calling Lake

Zone 6: Edmonton - Edmonton City Limits

Zone 7: North Eastern Alberta

County Numbers: 9, 13, 19, 21, 24, 27, 30
Municipal District Numbers: 61, 87
Improvement District Numbers: 13, 18, 24

Major Centres: St. Paul, Lloydminster, Wainwright, Cold Lake, Fort McMurray

Towns Closest to Boundaries: Viking, Tofield, Mundare, Lamont, Smoky Lake

Zone 8: Peace Country

County Number: 1
Municipal District Numbers: 130, 133, 135, 136
Improvement District Numbers: 16, 17, 19, 20, 21, 22, 23

Major Centres: Grande Prairie, Beaverlodge, Peace River

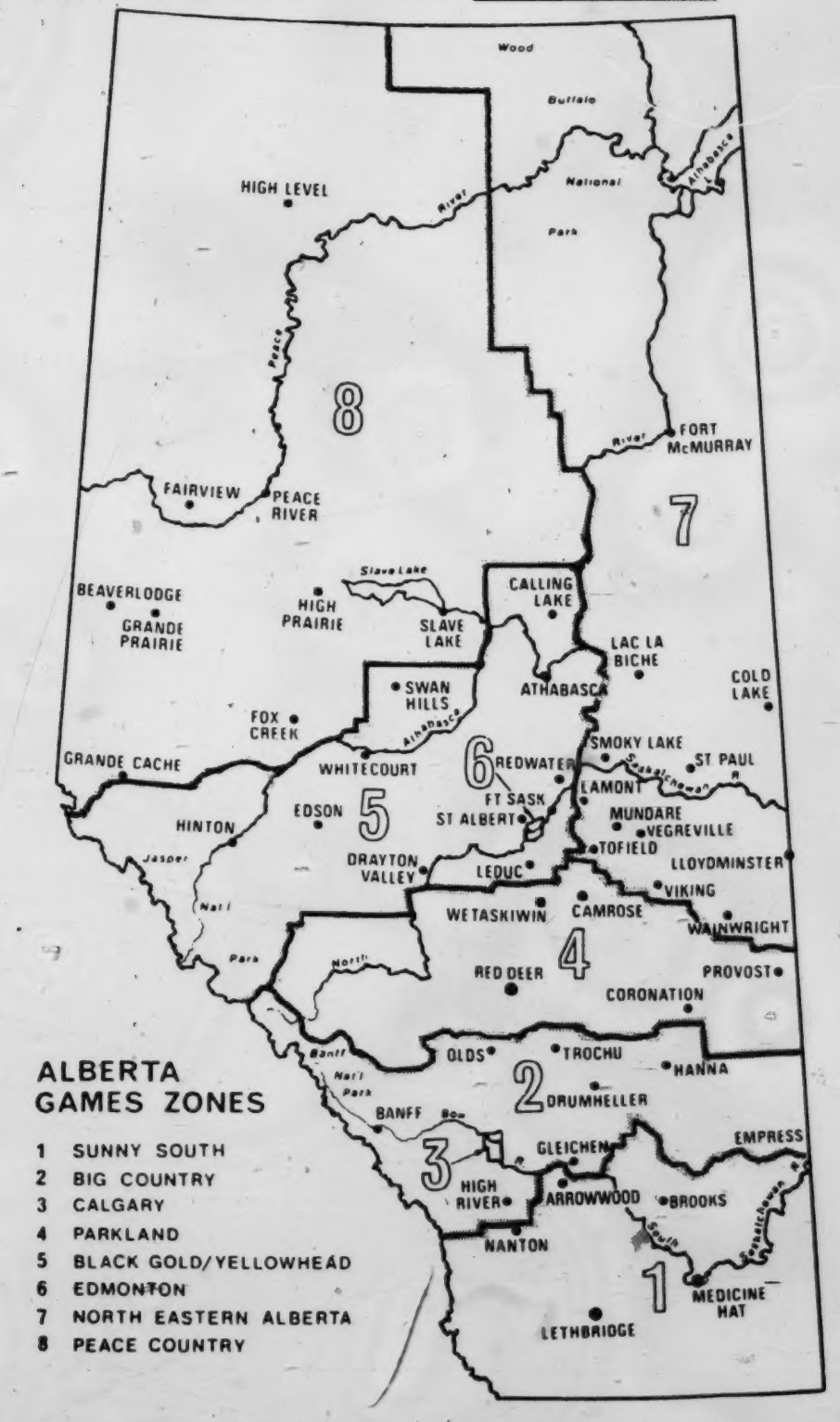
Towns Closest to Boundaries: Fox Creek, Slave Lake

Source: Alberta Games Council. 1983. Summer Games Rule Book. pp. 6-8.

APPENDIX E

GEOGRAPHICAL BOUNDARIES FOR ALBERTA GAMES ZONES

Source: Alberta Games Council. 1983. Summer Games Rule Book, p. 5.



APPENDIX F

THE SOUTHERN ALBERTA GAMES -

PART OF A "SPORT DEVELOPMENT PROGRAM"

THE SOUTHERN ALBERTA GAMES -

PART OF A "SPORT DEVELOPMENT PROGRAM"*

Although the Southern Alberta Games' prime objective is to encourage mass participation and social involvement for everyone, its secondary concern is with providing continued opportunity and challenge for those with real desire and ability. Therefore, the "Games" are also a portion of a total "Sports Development Program."

This would be accomplished by the following steps:

Step I — A novice competition structure - Summer and Winter Games - which is open to all, starts at the local level and encourages mass participation, the regional training and competition and then the Area competition.

Step II — A program of special training and coaching for those athletes who have showed well in the "Games" and/or other Area competitions and who have the desire to participate in advanced training.

Step III — A program which brings together the top competitors and gives them the opportunity to associate with one another for continued training and coaching; makes them aware of participation and of higher competition (Provincial, National and International competitions, special clinics, etc. ...).

Step IV — A program for training coaches, officials, administrators, etc. ...

*Reproduced from Gibb et al., 1971.

APPENDIX G

THE ALBERTA SPORT COUNCIL

BOARD OF DIRECTORS

1984 - 1985

THE ALBERTA SPORT COUNCIL
BOARD OF DIRECTORS

Chairman	Mr. Don Skagen	President, Mohawk Oil (Calgary)
Vice-Chairman	Mr. Sherrold Moore	V.P. of Production, Amoco Canada (Calgary)
Financial	Mr. Ron Elliott	Managing Partner, Deloitte, Haskins and Sells (Calgary)
Legal	Mr. Phil Kueber	Lawyer, Howard Mackie (Calgary)
Director	Mr. Roger Bernatzki	President and C.E.O., Fort McMurray Regional Hospital
Director	Mr. Art Batty	President, Dynastar Group
Director	Mr. Robert Clark	Alberta Manager, Public Affairs International (Carstairs)
Director	Dr. Gerald Glassford	Dean, Faculty of Physical Education and Recreation, University of Alberta (Edmonton)
Director	Mr. Thomas T. Humphrey	Former Educator (Calgary)
Director	Mr. Roger L. Jewitt	Lawyer (Grande Prairie/Beaverlodge)
Director	Mr. Vic Juba	Refinery Manager, Husky Oil Operations (Lloydminster)
Director	Dr. E. Barry Mitchelson	Deputy Minister, Alberta Recreation and Parks (Edmonton)
Director	Mr. Don Moore	Superintendent of Recreation, Red Deer, for 20 years
Director	Mrs. Gwen Smith	President, Sport Alberta (Edmonton)
Director	Mr. Don Sprague	President, Sprague Drugs Ltd. Vice-Chairman, Universiade
Director	Mr. Maury Van Vliet	President, Commonwealth Games (Edmonton)
Secretary	Mr. Max G. Gibb	Managing Director, Alberta Sport Council (Calgary)

Source: Alberta Sport Council. 1984.

APPENDIX H

THE ALBERTA SPORT COUNCIL

1984 - 1985

THE ALBERTA SPORT COUNCIL PROGRAMS

1. **Alberta Games**

   Summer and Winter Games will continue to be held alternately every two years. Host communities will be chosen to stage the Games as a culmination of a grass roots movement throughout the province. In excess of 100,000 individuals will be involved yearly in the Alberta Games movement, at the local, regional, zone, and host community level.

2. **Alberta Seniors Games**

   This program will continue every other year. The host community will stage a provincial Games for Alberta's seniors in sport and cultural activities.

3. **Sport Outreach**

   This program will continue to support sport development at the local level by the staging of exposure clinics, upgrading clinics and residential camps. Since its inception, Sport Outreach has attracted over 42,000 participants.

4. **Alberta Olympic Game Plan ('88 Olympic Search)**

   This program will provide support to Alberta athletes, coaches, and officials to prepare for future Olympic Games. The focus of '88 Olympic Search is to educate and train young Albertans in the nine Winter Olympic sports in hopes of having good Albera participation in the 1988 Winter Olympics.

5. **Talent Identification**

   This program will encourage sport associations to engage in the active identification of athletes who display potential for excellence in their sport.

6. **Training for High Performance Athletes**

   This program will provide support to sport associations to establish ongoing training programs for its high performance athletes.

7. **Alberta Athlete Development Program**

   This program will provide financial resources to directly assist high performance athletes in Alberta to achieve national ranking.

8. Sport Development at the Regional and Local Level

This program will provide support to regional and local sport groups in the areas of travel, participation development and leadership development.

9. National Coaching Certification Program

Through this national program the technical expertise of Alberta's coaches will continue to be developed.

10. Coaching Clinics

This program will assist those coaches involved in sport activities currently not part of the NCCP system. Support will also be provided for special coaching opportunities such as a Coaches Congress.

11. Officials Clinic

This program will provide opportunities for umpires, referees, judges and other officials to attend training clinics and workshops.

12. Master Coach and Official Program

This program will provide support to sport associations to bring renowned coaches and officials to Alberta and to send leading Alberta coaches and officials to workshops and clinics outside Alberta.

13. Professional Technical Staff

This program will provide support to Provincial Sport Associations to hire staff to serve as technical experts for the advancement of the Associations' activities.

14. National, Regional and Developmental (Provincial) Training Centers

This program will support the establishment of training centers in Alberta.

15. Sport Medicine Community Education

This program will support the training of individuals to understand and apply the principles of sport injury prevention and athletic first aid.

16. Sport Newsletter

This program will consist of the publication of a regular newsletter and calendar of events.

17. Participation in Canada and Western Canada Games

Under this program the Council will support the Recreation Development Division's initatives to prepare the Alberta team for competition at the Canada and Western Canada Games.

18. Supplementary funds for the Preparation for the '87 Western Canada Games

This program will provide support to the twenty-three provincial sport associations that will participate at the '87 Western Canada Games. Resources will be used for athlete development and team training.

19. Alberta Champions Awards

This program will provide formal recognition by the Minister to athletes who have demonstrated outstanding achievement in sport within the province.

20. Sport Hall of Fame and Museum

Under this program the Council will support Sport Alberta in its efforts to recognize the sport contributions of Albertans and to preserve Alberta's sport history through a Hall of Fame and Museum.

21. Revenue Generation Program

Under this program the Council will develop specific initiatives designed to raise funds from the general public and major sources for the continued development of the Council's services and programs.

Source: Alberta Sport Council. 1984. Information Sheet #001. Calgary, Alberta: Alberta Sport Council.

APPENDIX I

PROVINCIAL SPORT BODIES WHICH RECEIVE ASSISTANCE FROM THE ALBERTA SPORT COUNCIL 1984 - 1985

The Alberta Sport Council will deal with many groups across Alberta, such as municipalities, agencies, school boards, universities, colleges and various sport associations. However, a prime responsibility of the Council will be to work with Provincial Sport Bodies, particularly those identified below.

Alberta Badminton Association
Alberta Baseball Association
Alberta Basketball Association
Alberta Baton Twirling Association
Alberta Bowhunters and Archers Assoc.
Bowling Federation of Alberta
Alberta Amateur Boxing Association
Alberta Broomball Association
Alberta Canoe Association
Cerebral Palsy Sport Association
Alberta Ladies Curling Association
Alberta Men's Curling Association
Alberta Assoc. for Disabled Skiing
Canadian Amateur Diving Assoc. - Alberta Division
Alberta Equestrian Federation
Canadian Figure Skating Association - Alberta Section
Alberta Amateur Football Association
Canadian Ladies' Golf Association - Alberta Branch
Alberta Gymnastics Federation
Alberta Handball Association
Alberta Hang Gliders' Association
Alberta Amateur Hockey Association
Alberta Kodokan Black Belt Assoc.
Alberta Lacrosse Association
Alberta Ladies' Lawn Bowling Assoc.
Alberta Lawn Bowling Association
Alberta Orienteering Association
Alberta Racquetball Association
Ringette Alberta
Alberta Federation of Amateur Roller Skaters
Alberta Rowing Association
Alberta Rugby Football Union
Alberta Sailing Association
Alberta Senior Citizens' Sport and Recreation Association
Alberta Schools' Athletic Association
Alberta Federation of Shooting Sports
Cdn. Ski Association - Alberta Section
Alberta Sledge Hockey and Ice Picking Association
Alberta Soaring Council
Alberta Soccer Association
Alberta Amateur Softball Assoc.
Alberta Special Olympics
Sport Alberta
Alberta Squash and Racquets Assoc.
Cdn. Amateur Synchronized Swimming Association - Alberta Section
Cdn. Amateur Swimming Association - Alberta Section
Alberta Table Tennis Association
Alberta Team Handball Association
Alberta Lawn Tennis Association
Alberta Track and Field Assoc.
Cdn. Water Ski Association - Alberta Region
Alberta Volleyball Association
Alberta Water Polo Association
Alberta Weightlifting Association
Cdn. Wheelchair Sports Association - Alberta Section
Alberta Ladies Field Hockey Assoc.
Alberta Golf Association
Alberta Horseshoe Pitchers
National Karate Association - Alberta Branch
Alberta Modern Rhythmic Gymnastics Association
Alberta Sport Parachuting Assoc.
Alberta Bicycle Association
Alberta Sports and Recreation Assoc. for the Blind
Alberta Cricket Association
Alberta Fencing Association
Alberta Field Hockey Association
Little League Baseball - Alberta
Alberta Modern Pentathlon Assoc.
Alberta Netball Association
Federation of Silent Sports of Alta.
Alberta Colleges Athletic Conference
Alberta Amateur Speed Skating Assoc.
Alberta Amateur Wrestling Assoc.
Alberta Bobsleigh Association
Alberta Luge Association
Alberta Universities Athletic Association

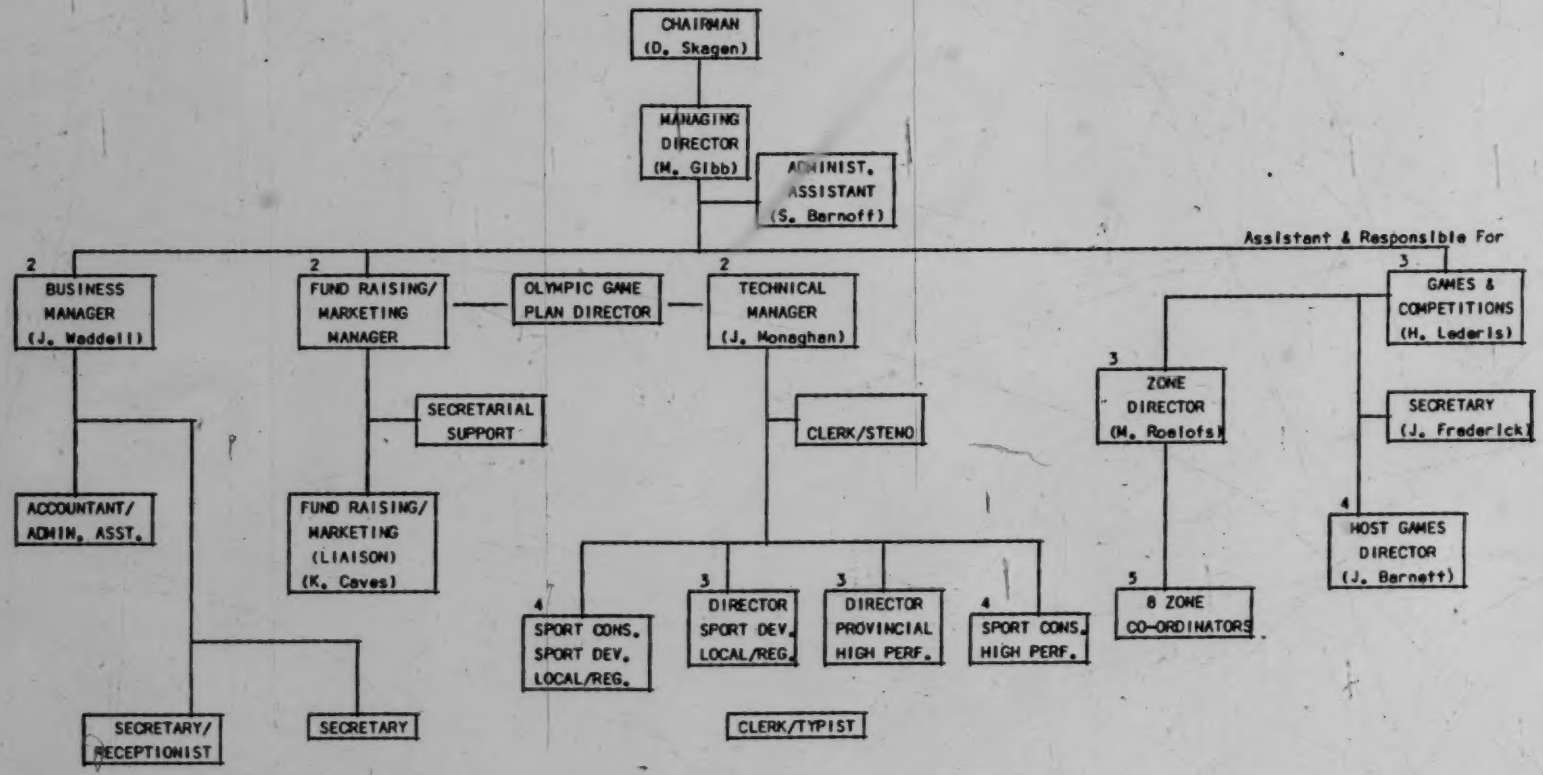
APPENDIX J

ALBERTA SPORT COUNCIL

1984-1985 STAFF ORGANIZATIONAL CHART

ALBERTA SPORT COUNCIL

STAFF ORGANIZATION CHART



Source: Alberta Sport Council. 1984. Information Sheet #001. Calgary, Alberta: Alberta Sport Council.